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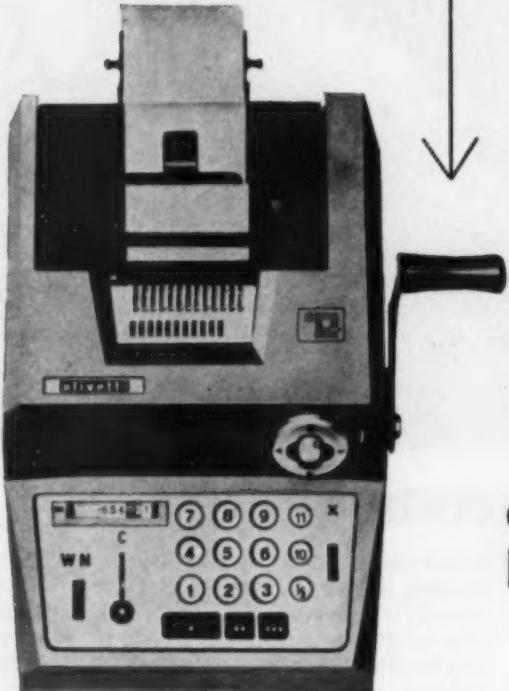
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A break in the clouds, but industry drags its feet

On the purely industrial front, the outlook is uncertain. According to the Federation of British Industries, business optimism at home is beginning to decline, while opinion on export prospects lacks any marked enthusiasm. The rate of investment in plant and premises remains high, but industrial stock building is slowing down appreciably. On a wider economic front, the signs are more encouraging. There is a chance that Britain's balance of payments may once more show a surplus in the first half of next year, according to the National Economic Review. This opinion is based on a forecast 5-8 per cent increase in exports by mid-1962, and a more or less static import situation.

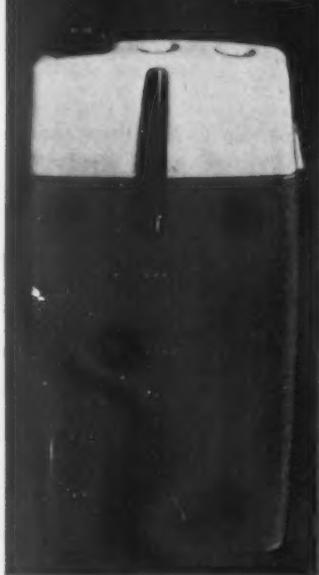
Production discouraged

Trade outlook improves

The brakes are holding

- ▶ Industrial production was still climbing slowly at the time of the 'little budget' but it has levelled out since, and the prospect of further progress in the near future is small.
- ▶ The manpower situation generally is easier, and the recent sackings in the motor industry will create local pockets of serious unemployment.
- ▶ The trade gap has widened again, but special factors were involved and the long-term trend is expected to continue favourable.
- ▶ Gold and currency reserves are climbing strongly once more.
- ▶ Industrial building approvals are falling, but work on hand remains high.
- ▶ Machine tool order books continue to lengthen apace.
- ▶ The estimate of house starts during the course of this year has been cut back in the light of the Government's credit restrictions.
- ▶ The Government's attempts to restrain home demand appear to have met with only partial success.
- ▶ The recent almost complete stability of wages may be likened to the quiet before the storm.
- ▶ Bank loans have responded well to the Government's policy of retrenchment.
- ▶ The response in the hire purchase field has been less prompt, but the rate of new business is beginning to show a marked reaction.
- ▶ The cost of living has fallen slightly, in spite of the 'little budget'.
- ▶ Raw material prices are expected to continue their present downward drift until the end of the year.
- ▶ The slow improvement in our terms of trade is likely to be maintained in the near future.

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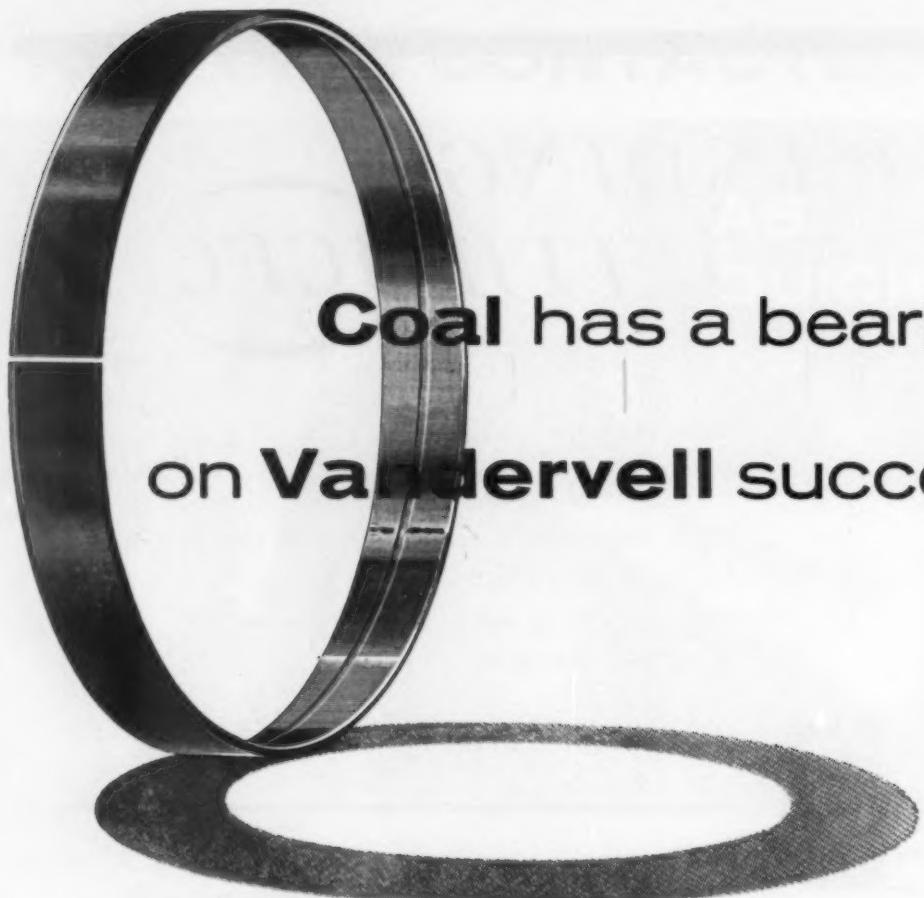
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Obviously the shrewd men who control such a thriving concern have a flair for making long-term decisions that are both wise and profitable. Vandervell choose coal because all their experience has proved that coal, the home-produced fuel, gives them all the steam for power they need at the lowest possible cost. They know that coal—mechanically stoked—is smokeless; they know that our coalfields contain all the coal that industry can use for centuries to come.

When it is your duty to make a decision about fuel, remember Vandervell. They choose coal. The same choice could well help your business to run more smoothly.

Here are some key facts and figures about the consumption of coal by Vandervell Products Ltd:

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Method of firing:	Chain grate stokers
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Steam temperature:	334 F.
Max. continuous rating:	10,000 lbs/hr.
Annual fuel consumption:	3,200 tons coal

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PROGRESSIVE INDUSTRY IS GOING FORWARD ON

COAL

ISSUED BY THE NATIONAL COAL BOARD.

Beer in the Bargain Basement?

The day of All Saints sees the first major change in the licensing laws for nearly fifty years. Off-licence premises will now be able to retail beers and wines during the normal shop-opening hours, and up till closing time if there is a need or demand. It is therefore likely that a new method of alcohol retailing will be evolved, with the supermarkets taking the lion's share.

In spite of the objections that local authorities and licensed grocers will undoubtedly lodge, the drink counter, which has been long considered the white elephant of the expanding supermarkets, seems assured of more important position and prestige. The high turnover sales and display techniques of the chain stores should prove a good market for the brewers, who may attempt to make respective stores into "closed" off-licenses.

Given a reasonably sound start, it is expected that canned beers and the cheaper brands of wines will prove the most lucrative commodity. And when it is borne in mind that this relaxation will occur within seven weeks of Christmas, the supermarkets can look forward to a glowing time.

Co-operation amongst the giants of the soft drinks industry is felt to be far more efficacious in cutting distribution costs than total warfare. The

market seems to have neared its limit, and the alliance between the top people in this field is likely to motivate several mergers between the smaller firms. The only break in the clouds here is in canned soft drinks. It is expected that they will prove a better prospect than canned beer by next year.

Furniture. The outstanding order book in the industry is up an estimated £12.9m. at the end of August, as compared with £9.6m. at the end of the previous month. This is the highest for two years. And yet the flatness of last year's graph throws this year's rise into deceptive relief. The trend is, and shows every sign of continuing to be, to relatively high-priced furniture. Sales of the cheaper variety have fallen.

The European leaning towards the contemporary could hold the prospect of a happy future if present

negotiations are consummated, for British factories are among the largest and most modern in the world.

Radio and TV. Sales in this department averaged 20.9 units per shop during August, compared with 26 in the previous month. They were above the average sale of 16 units per shop in August last year. Portable and 'personal' transistor radios provided the largest market. Television sales were 5.4 units per shop, compared with 5.6 in July and 5.5 units in the corresponding month last year.

Cars. Estate cars and vans, a department of the industry on which manufacturers are increasingly concentrating, represent the big opportunity for British firms. The rear-engined layout common to many continental designs is not suitable for estate cars. These cars are selling as readily to city families as to the countryman. The future of this section of the industry seems reasonably assured.

Commodities

Cotton. The industry is facing a difficult time. Between April and August yarn output per working day fell by 7 per cent. Home production is steady at 650m. yards a half-year, but the high Bank Rate has made it expensive to carry even normal stocks. The decrease in the rate should alleviate the position slightly.

Barley. It is expected that this year's crop will be 4.75m. tons, 12 per cent up on last year and double the yield of 1955.

Consumer goods

Cheese. Supermarkets hold out every hope that the expanding market will continue to flourish. Although foreign cheeses are participating in the boom home brands have been promoted with great success—and the trend should continue.

BUSINESS SHORT-TERM PRODUCTION FORECASTS

Consumer Goods

Production of consumer goods will continue to rise during November at a slightly higher rate of increase. Further outlook good.

Capital Goods

Output of producers' goods will continue to rise in November at the same rate of increase. Outlook good.

A summary of the analysis will be supplied on request.

These forecasts are based upon the monthly analysis made by BUSINESS of orders received in contract engineering and contract design. The Editor wishes to thank members of the ENGINEERING INDUSTRIES ASSOCIATION, FEDERATION OF ENGINEERING DESIGN CONSULTANTS, and other design consultants for their co-operation.

Reed Paper Group's growth into world markets

Now an English High Street

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Already 10½ million, if present trends continue, it will be nearly 13 million people in ten years' time. And more than half of these will be under 30 years of age.

Growth has brought prosperity and high living standards. Australians have a personal disposable income of £352 compared with £293 in the United Kingdom. Australians use about 800,000 tons of paper and paper products a year. And over the next ten years consumption is expected to increase by 50 per cent.

The Reed Paper Group finds itself well placed to seize both present and future opportunities. The Reed Australian partner, Reed Paper Products Pty. Limited,

has factories strategically placed to supply the ever-increasing needs of the booming sub-continent.

The new Reed partnership in Australia is typical of the global pattern of expansion which the Reed Group is undertaking. A £37 million transaction last year brought three Canadian companies—Anglo-Canadian Pulp and Paper Mills Ltd., the Dryden Paper Co. Ltd., and the Gulf Pulp and Paper Co.—into the Group. Other additions include a £2½ million pulp and paper mill, under construction in Norway, and in Italy, in partnership with one of Italy's most progressive organisations, the Group has acquired a leading packaging company and is building a carton board mill.

To each of these partnerships, the Reed Paper Group brings its vast technical, research and production experience. Each member company, for its part, makes full use of its knowledge of local conditions and markets.

BUSINESS

AUSTRALIA

leads straight 'down-under'

An Australian country town—quiet today, but likely to emerge in the next ten years as a bustling shopping centre. The Reed Paper Group, through its Australian partner, Reed Paper Products Pty. Limited, is ideally placed 'down-under' where the dynamic growth in self-service marketing is producing a packaging revolution.



The Reed Paper Group is now firmly established in the four main trading areas of the free world—the Dollar Market, the Commonwealth, the European Free Trade Area and the Common Market. The next few years will see new enterprises started and existing projects developed further as part of the Group's efforts to

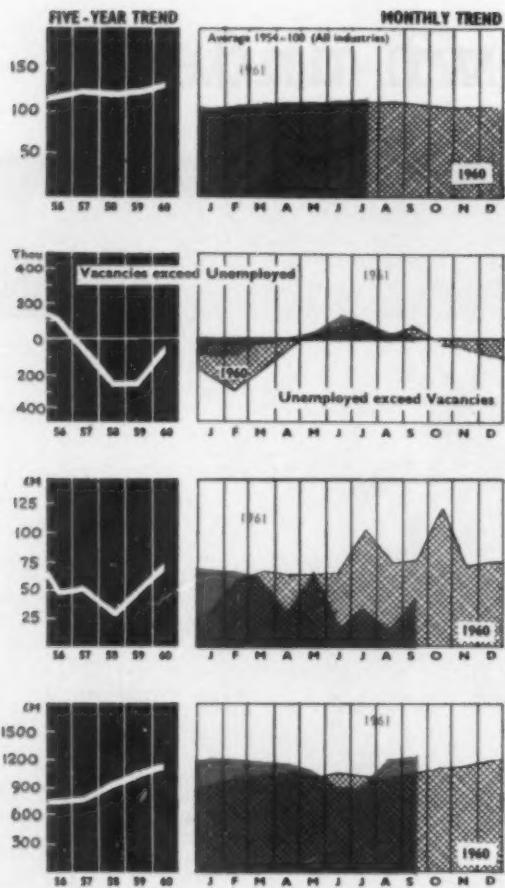
diversify its activities in this country and all over the world.

For a copy of "Reed in the World", an illustrated account of the activities of the Reed Paper Group, please write to:—Reed Paper Group, Group Publicity Department, Blackfriars House, New Bridge Street, London, E.C.4.

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producing pulp, paper, board and packaging



KEY INDICATORS



Capital issues by industry in the first nine months of 1961 were £123m. up on the corresponding figure for 1960.

Unfilled vacancies in manufacturing industry fell by 14,000 in the month to mid-September.

World exports of manufactures by the Western countries were 5 per cent up in the first half of the year.

The U.K. rise was 3 per cent.

INDUSTRIAL PRODUCTION

The outlook for industrial production remains confused. In August, the latest month for which official returns are currently available, the index failed to rise above 125, the record level which it reached immediately prior to the 'little budget'. The rate of capital investment remains high, but the recent increase in stocks is slowing appreciably. The prevailing mood is one of uncertainty.

EMPLOYMENT POSITION

The manpower situation is becoming steadily easier. Although in September, advertised vacancies still exceeded registered unemployed by over 11,000, there has been a continuous improvement in the situation since mid-summer. In September, the number of unemployed continued the rise begun in the previous month, and there was a further fall in the number of jobs available. Both the rise in unemployment and the fall in vacancies occurred mainly in the manufacturing and service industries.

TRADE GAP

The trade gap has widened again, but the long term trend is in the right direction. In September, the gap was £49m., the largest since May. Exports fell £18m. to £311m., and imports fell by £1m. to £360m. Part of this result can be accounted for by large exports of ships and aircraft in previous months, which ceased in September. Over a longer period, the results are a little more encouraging. Exports in the second quarter were 1 per cent up, while imports were 1 per cent down.

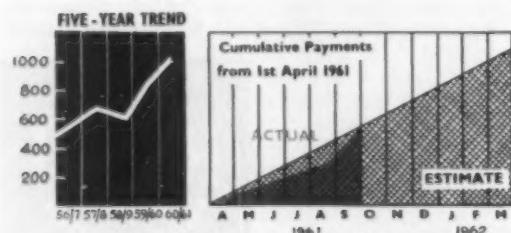
GOLD AND CONVERTIBLE RESERVES

The trend in gold reserves appears to move firmly upwards once again. The underlying improvement (special factors apart) seen in the August figures was well maintained in the following month. In September, total gold and currency reserves were £1,269m., a net increase of £24m. over the month. But when special factors, mainly repayments of foreign loans, have once again been taken into account, the real improvement may be seen to have been a little over £60m.

GOVERNMENT SPENDING

EXPENDITURE 'BELOW THE LINE'

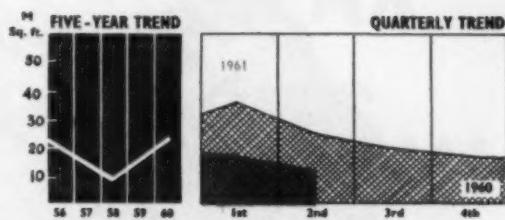
Government expenditure 'below the line' is rising sharply. Prior to September, this category of expenditure—mainly in the form of loans to nationalized industries and public bodies—had been running well below the estimates for the current year. But in that month spending to date jumped sharply to £524m. The total estimated expenditure for the year is £1,089m.



GUIDE TO THE CHARTS The charts showing Five Year Trends use mostly monthly or quarterly averages so that they are comparable with the charts alongside them showing the more recent trends. Details of the statistics used in the charts, and other related statistics, may be had on application.

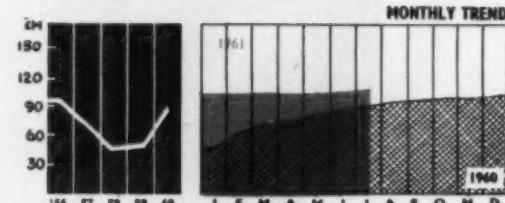
FACTORY BUILDING APPROVALS ▶

Approved industrial building projects have dropped sharply. In the third quarter, the number of schemes for which certificates have been issued fell to 596, compared with 639 in the second quarter. The total area covered fell from 13.4 to 11.6m. sq. ft. In the third quarter of 1960, 764 schemes covering 21.9m. sq. ft. were approved. So not only has the number of projects declined, but also the average size of individual schemes. Work on hand, however, ensures prosperity for the industry at least until the middle of next year.



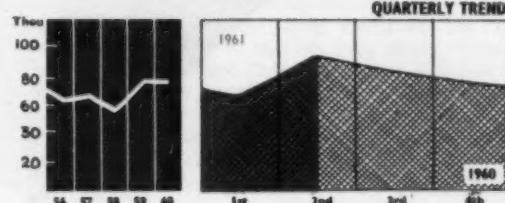
MACHINE TOOL ORDERS ▶

Machine tool order books have lengthened still further. At the end of July, total orders on hand totalled £115.5m., compared with £113.7m. in June. New orders from the home market were down slightly over the month, but export orders were up. Compared with July 1960, home orders were down by 26 per cent, while export orders were up by 35 per cent. Western Germany has outstripped Australia as the principle export market for our machine tool industry.



HOME BUILDING STARTS ▶

The estimate of 315,000 house starts this year has been trimmed to less than 300,000. This is a direct result of the Government's efforts to slow down spending in the home markets. Private builders, faced with difficulties in obtaining loans, are beginning to limit their schemes, but the Government has undertaken to provide £25m. to help non-profit-making housing associations. Houses completed in August totalled 23,549, compared with 24,330 in the corresponding month last year.



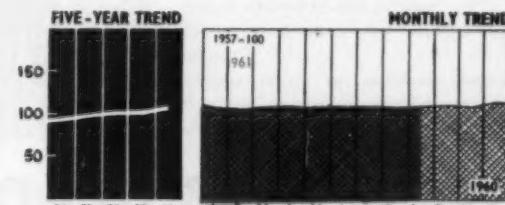
Private housebuilding schemes rose from £113m. to £120m. in the second quarter of the year.

Home order books for machine tools stood at just over £85m. at the end of July.
House completions in the first eight months of 1961, at 142,000, were virtually the same as last year.

CONSUMER SPENDING

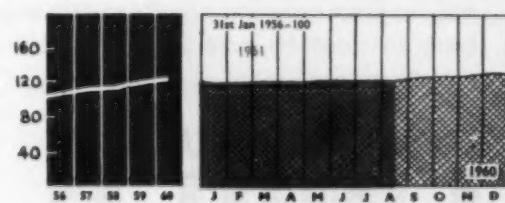
RETAIL SALES ▶

Retail sales have remained buoyant in spite of the Government's attempts to restrain home demand. In September, the index was maintained at 117, the record level first reached in July, the last month before the 'little budget'. Recovery in the sales of household durables is at present confined to a seasonal increase in furniture. It is expected that later detailed figures will show the August slump in this sector to have been continued into September.



WAGE RATES ▶

The situation here is one of quiet before the storm. Industrial weekly wages were virtually unchanged in August, with the index at 125.2. The Government has fired the opening shots in the coming battle by not only rejecting claims from several quarters, but also by the unprecedented step of repudiating awards already fixed by arbitration. A return salvo from the union side is to be expected in the near future.



Retail turnover in September was 5 per cent up on the year, but this was nearly accounted for by a 4 per cent rise in prices.

Personal incomes rose by 3 per cent in the first quarter of 1961.

CREDIT AND PRICES, PAGE 17

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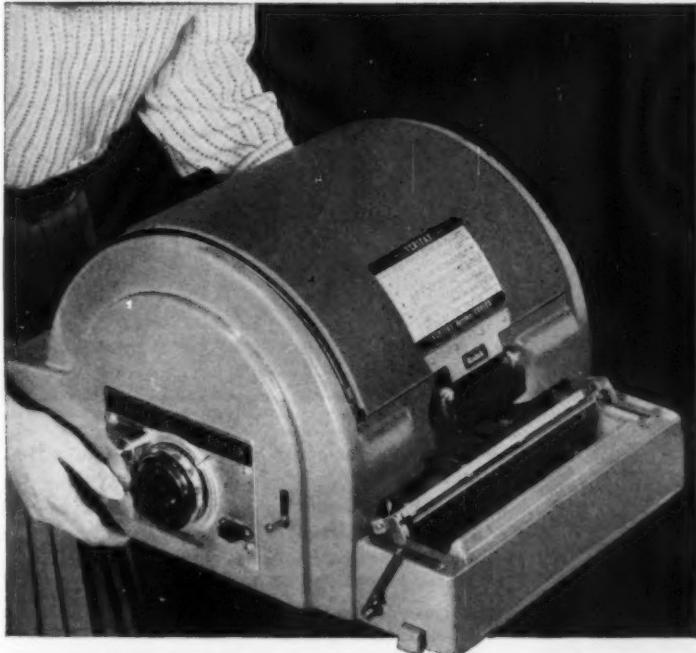
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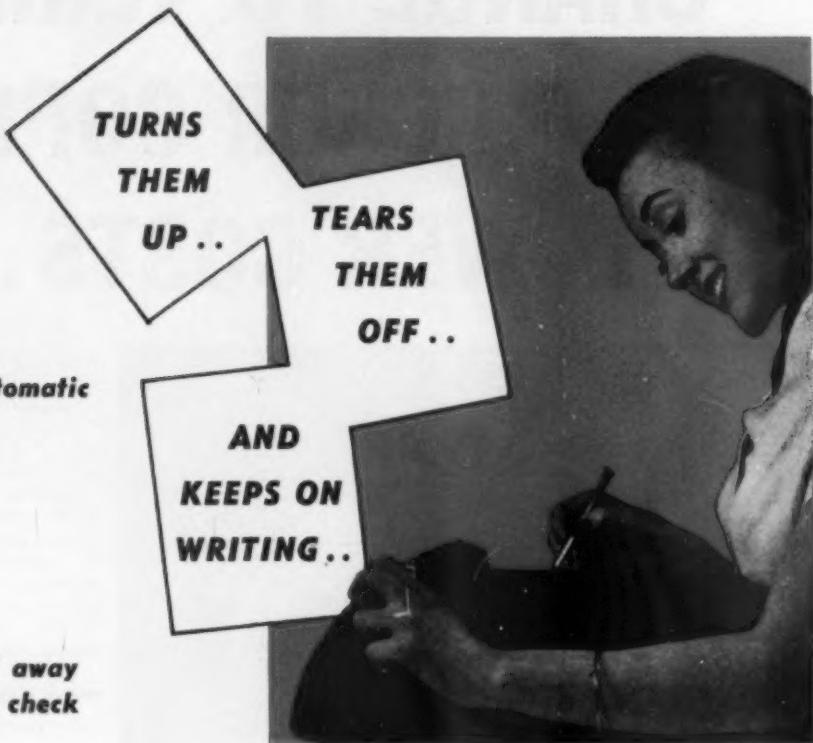
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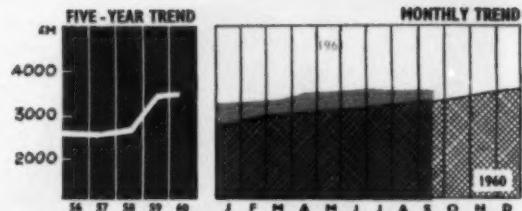
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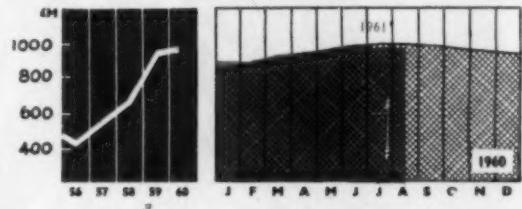
BANK ADVANCES ▶

Bank loans have sustained their biggest monthly drop in six years. Mainly as a result of the Government's credit restrictions, advances fell by £128m. to £3,437m. in the five weeks to mid-September. Additional restrictive influences were the seasonally slack period in the retail trade, and the increasing strength of sterling which has resulted in a faster repatriation of capital now that fears of devaluation have subsided. Credit in the pre-Christmas period is likely to become very short indeed.



HIRE PURCHASE DEBT ▶

Credit restrictions are beginning to have a marked effect on hire purchase business. Although the total debt rose slightly by £3m. to £971m. in August, the volume of new business declined sharply compared with the previous month. Credit sales of motor vehicles have shown the sharpest fall, and in August new sales were below those of the corresponding month in 1960 for the first time this year. HP sales by household goods shops fell by about 20 per cent over the month.



The overall liquidity ratio of the eleven London clearing banks improved to 34.3 per cent in September.

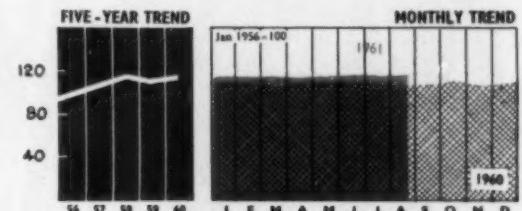
Loans outstanding to nationalized industries fell by £14.6m. to £70.6m. in September.

HP debt owing to the finance houses rose by £4m. to £666m. in August.

PRICES

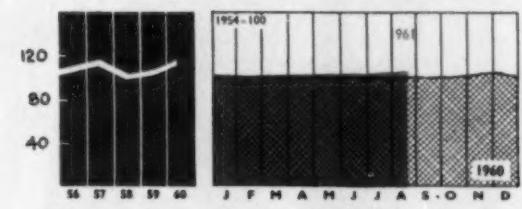
RETAIL PRICES ▶

The cost of living has fallen slightly. In September, the index of retail prices fell to 115, compared with 116 in the previous month. This is the first recorded decline in thirteen months. The price increases following from the 'little budget' were more offset in this month by falls in the average prices of foodstuffs, mainly fresh vegetables.



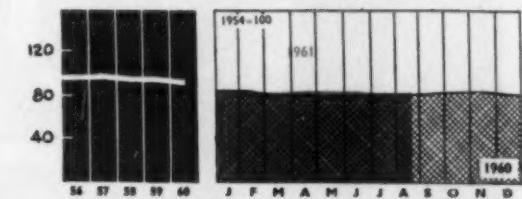
RAW MATERIAL PRICES ▶

The slow seasonal decline in raw material prices is now under way. The provisional estimate for the September index is 100.3, 0.3 down on August, and 0.4 down on the July figure. The fuel element of the index has remained more or less constant during this period. The gentle downwards trend will probably continue until the end of the year.



TERMS OF TRADE ▶

The slow improvement in our terms of trade is continuing. In August, the latest month for which complete trade figures are currently available, the index fell one point to 85—the most favourable result since the war. In that month the import price index fell by nearly 2 per cent, while the export price index remained unchanged. The latter result conceals a small rise in the export prices of manufactured goods, offset by a correspondingly small decline in the prices of non-manufactured exports.

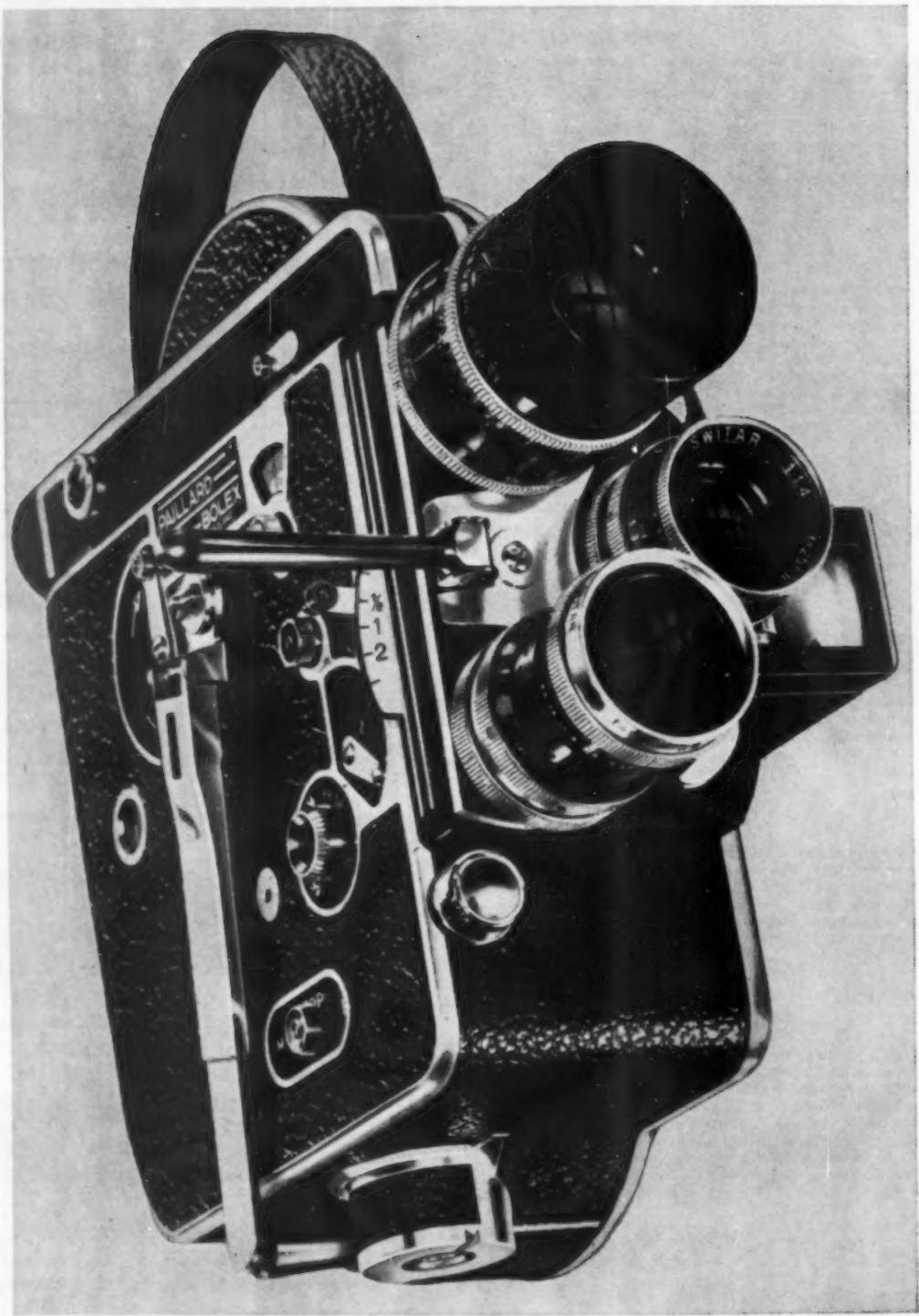


The Financial Times Index of Commodity Prices stands at 77.14, 0.75 points down on the year.

The index of tramp shipping freights rose 3.4 points in September to 110.6 (1960: 100).

Tramp time charter rates rose 0.4 points to 118.3 (1960: 100).

END



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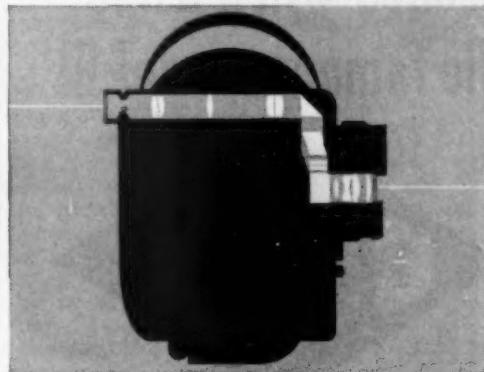
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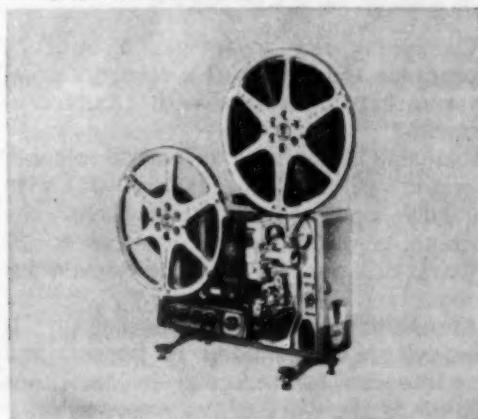
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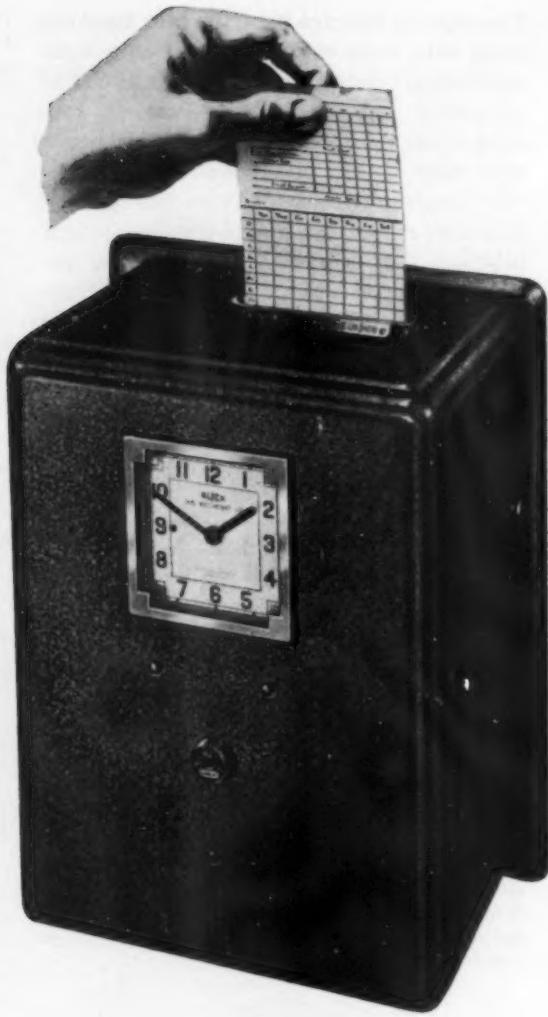
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LETTERS

The temporary loan arouses interest

I should like to have dealt separately with each of the many fallacious statements in Maureen Gregson's article "The Temporary" in your September issue, but space precludes this. May I therefore make the following points:

The article as a whole, by accepting as general practice what may have occurred in a small minority of cases, completely distorts the whole of the temporary staff problem. Quite apart from the possible harm that it may do to employment agencies, including those who have voluntarily accepted restrictions in order to further a Federation policy which is agreed by all concerned to be an admirable one, the article is most unfair to the large number of hard-working, competent women who form the bulk of the temporary staffs on our books.

The present shortage of secretaries is most certainly not due to the existence of temporary staff, but to the fact that there are simply not enough employees to go round. The large majority of women engaged in temporary work are those who, because of marriage or other reasons, find it inconvenient to take permanent work, and if the much maligned temporary agencies did not exist their labour would be completely lost. This could only make the already acute labour position worse.

Although they are very much in the minority, I do agree that some of the temporary staff being sent out by a few employment agencies are of the type described by Maureen Gregson. What I do not understand, however, is why an employer feels bound to accept such staff. If he asks an agency to supply a temporary employee with certain qualifications or skills, presumably he needs someone with those assets. If, therefore, an incompetent girl is sent to him, she is surely of no use to him and should be sent back to the agency at once.

Although it is a deplorable fact that a few agencies do not interview or test their staff, Maureen Gregson's statement that those who do test are

not particularly interested in the result, is both untrue and offensive. Responsible employment agents, whether members of the Federation or not, do interview and test staff.

The very purpose of the Employment Agents Federation's scheme to control the rates paid to staff in 1961 was to ensure that agencies were not competing with employers for the existing labour, and in this connection it should be remembered that Federation members supply the majority of temporary staff. This scheme, though an experiment for this year, has been a very great success and meetings are to be held in October to discuss the position for 1962. Finally, may I point out that members of this Federation, and other responsible employment agents, are as concerned with the problem as employers. By refusing to put up with inefficient temporary staff, employers will be doing both themselves and the employment agency business as a whole a service. We in the Federation always welcome constructive criticism, but please let us have specific cases - not generalities.

MAJOR A. J. CROPPER

Secretary,
Employment Agents Federation,
133-135 Oxford Street,
London, W.1.

I was particularly interested in your editorial comments in the September issue of BUSINESS as also Maureen Gregson's article in the same issue concerning temporary typists. But I cannot help but feel that the views expressed discredit many stenographers, dictaphone typists etc., who earn their livelihood as 'temporaries'.

From time to time my company employ temporaries and at no time

have we ever come across the type of temporary that you describe. We have never encountered difficulties with regard to teaching temporaries since any experienced girl is quite capable of quickly adapting herself to her new surroundings and work.

You may wonder how we find this type of temporary. It is quite simple. When I consider it necessary to engage the services of one or more temporary stenographers, then I take half an hour of my time to visit the agency of my choice. I make a point of meeting the manager or manageress of the agency and explain briefly what we manufacture, how and where we sell our products, give details of the department in which the temporary is required and outline the duties which she is expected to perform.

P. R. BROWN

Electronic Equipment (Export) Ltd.,
101 Leadenhall Street,
London, E.C.3.

Why do employers suffer temporary female office staff when young men with G.C.E. qualifications, and in some cases with diplomas for shorthand and typewriting, are available on the market?

In pre-war days men formed the bulk of office staff. Why not now when there is little or no difference in salary levels between male (permanent staff) and female (temporary staff)?

Men in the main are more loyal and efficient and certainly do not want time off *ad libidum ad nauseam* for hairdressing; shopping; doctors' and dentists' appointments and so on. And, above all, they view their job as 'bread and butter' earnings, not just 'pin-money.'

If, therefore, employers wish to end quickly the temporary girls racket, then the staffing of offices with keen young men, I suggest, is the answer. Proof? It has been tried by the writer with excellent results.

PAUL SCOTT

5 Woodlands Close,
Rayleigh, Essex.

United they stand

Whilst agreeing wholeheartedly with the sentiments expressed in Miss Bashford's letter (BUSINESS, September 1961), I would like to point out that an Association of Secretaries

continued on page 34

Mortarboards for middle management



Until recently the only way to the top jobs in commerce and industry was through a long education in the hard school of experience. It was impossible, clearly, to cram decades into years, years into months. Until recently . . .

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B11



A Leader for Industry

In his farewell speech to the Industrial Welfare Society, John Marsh not only bid good-bye to his old friends but also set the tone of his future leadership of the British Institute of Management. On this evidence he is likely, in his new role, to become a philosopher-statesman of industry as well as an adviser in questions of practical management.

Mr. Marsh will find a big difference between the atmosphere in the two establishments.

It is a mistake, often made, to imagine that the IWS is concerned solely with such affairs as canteens and wash-bowls for workers. Mr. Marsh has expanded the word "welfare" to include many aspects of industrial relationships. But the organization has always had a strongly idealistic colouring and Mr. Marsh's marked sense of vocation, deepened by his war-time experiences as a prisoner under the Japanese, has contributed to it. BIM, on the other hand, has been more concerned with the technical side of management. The attempt to blend the two may raise lively issues.

In essence, Mr. Marsh's speech was a discussion of the concept of the "responsible society." He spoke of the world-wide hopes and illusions attached to industrialization and of the leadership this country could give. He referred to the frustration and fears of ordinary people and called for industrial leadership commensurate with these problems. "Employers Associations and Trades Unions," he said, "are geared too often to the strategy and tactics of past decades. Many motives and desires are attributed to shareholders of which a reasonable return on their investments is the clearest but they

would not, I am sure, claim that their financial benefit is the only consideration for the conduct of business with all its modern social repercussions."

BUJIMA ?

On the first page of their otherwise most useful handbook, *Standard Boardroom Practice*, the Institute of Directors pass a remark that is in strange contrast with the spirit of John Marsh's speech. It is such a grievous over-simplification that the authors can hardly have intended what they in fact wrote and it is belied by the high regard for ethics and law displayed elsewhere in the book.

On the vexed question of a conflict of duties, "there is no doubt at all," they wrote, "that the duty (of a director) to the company is all-embracing and overrides all others." Perhaps if *all* directors acted on this there would soon cease to be an institute of them: there would be a praesidium of commissars instead. It looks too much like the BUJIMA principle: blow you Jack, I'm all right.

Suppose, what has several times actually happened during wars, the government called upon a group of businessmen to act in the interests of security and morale, should they not then ask first how their companies

As the new Director of BIM, John Marsh will be anything but a mere front-man

CONFERENCE ON MAINTENANCE

Under the auspices of the Business Publications group a conference on maintenance engineering centred on an exhibition will be held in the Central Hall, Westminster, from November 13 to 16.

Pride of place in the conference will go to the management aspect of the subject with a paper on "The place of the maintenance executive in the management team" by J. O. Hughes, Manager of Shell Chemicals' Stanlow plant. Other papers will deal with management practice and the measurement of efficiency.

Further details of the conference and exhibition can be had from C. H. L. Venn, Mercury House, 109-119 Waterloo Road, London, S.E.1.



26



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BUSINESS

could serve the State and, only afterwards how they could look after their companies' future in the resulting situation?

Or suppose that the interests of company were contrary to public health, what line should the directors take then? On the principle of this handbook they should not care so long as they could get away with it.

In practice, civilisation depends upon a system of constantly shifting compromises between conflicting interests. Generally speaking, representative leaders of human groups are engaged to act in the interests of their own constituents and it is the responsibility of the State to find the best reconciliation possible. But the needs of society as a whole can seldom be far from the minds of the decision-makers of industry.

Truth is that these questions of the conflicting loyalties and duties of representative leaders such as company directors have never been satisfactorily worked out. Nor have the questions arising out of the relationships of such independent groups as business firms. They are questions fit to tease the brains of the most astute philosophers and cannot be dismissed in a paragraph or two.

Check their credit

Who should know more about "long firms" than Dun and Bradstreet who publish to their clients the credit rates of 170,000 companies? An article on this type of fraud has appeared in their house magazine and I am not surprised that it should be reproduced in *The Grocer*, whose trade must be about as susceptible to it as any.

Apparently these ephemeral firms have discovered that suppliers are careful to obtain credit ratings for new buyers placing large orders but not necessarily when orders are small. Accordingly they place a fair number of small orders, say below £50, instead of a few larger ones. By the time suspicions are likely to be aroused they have vanished into thin air.

Another gimmick is to set up a name and address similar to that of an established business and to obtain

goods on credit because the supplier does not notice the difference.

Needing more initial capital is the system of acquiring a small but well-reputed business and trading on its good name until the time has come to disappear.

Other, more ambitious operators, form a properly constituted company with a small capital. After remaining dormant for a few months they pump up their nominal capital to a considerable figure and then beguile suppliers with their impressive statistics. "It is strange," comments the article, "that there are many not knowing or appreciating the difference between nominal and paid-up capital." In fact the naivete of some experienced businessmen is almost more surprising than the inventiveness of the tricksters who exploit it.

Change is the norm

At lunch with H. Collet Bolt, Managing Director of Terrapin Limited, and Jack Ashworth, another director of the firm, they suddenly took the bit between their teeth and began galloping through the future; not too old to see visions and not too young to dream dreams.

These great structures like the new Shell buildings, they said, are built to last a hundred years and will be functionally obsolete in twenty-five – or ten! We have to recognize now that change, so to speak, has come to stay. Abnormality has become normal. The revolutionary is the man who stands still.

Technical development will always in the future be racing ahead of our planning and our foresight. This means that industrialists must always be ready to scrap their arrangements and start from scratch again at a moment's notice. They quoted several instances of firms whose administration blocks had become totally unsuitable within a matter of months of having been built and had had to be redesigned and replaced. They ought to know – one of the firms was Terrapin itself!

Offices that are now employing hordes of clerical workers in their administration would, in a few years' time, be using office machines in-

stead, and specially designed buildings would be needed to make the most of the machinery. Those who found the pace too hot would go to the wall. And they quoted the Duke of Edinburgh's famous words: "Gentlemen, I think it is about time we pulled our fingers out."

These are men who have actually based their business on the principles they were expounding. The whole idea of the Terrapin system of mass-produced, unit construction, is that such buildings as factories, offices and warehouses can be conjured into existence or completely re-planned (almost) at a moment's notice.

Collet Bolt was a major in the army, trained for the staff, and he plans the erection of buildings like a military operation. The "corps troops" make sure that all the components of a building are assembled at the right place and at the right time, and in the correct order. Then the "cavalry" go into action and a whole factory may be ready for work, literally, in a matter of hours from the time of the first lorry load of materials arriving at the site.

Terrapin's ambition is to produce buildings as motor-cars are produced – on the conveyor belt. They should not be built to outlast the centuries, but to meet immediate needs. All the same, as I left their London office, my cynical eye could not help observing that it was in a permanent, concrete building.

Two voices

I have in my hand two cards. One says in very large letters:

Hoover recommend Persil for all their washing machines – because it gets the clothes thoroughly clean and white.

The other says, also in very large letters:

Hoover recommend Daz because Daz gives the whitest possible wash of any detergent in Hoover machines.

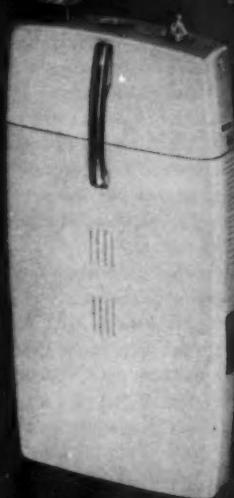
– There is naturally a reason why Hoover recommend Daz – the only detergent they recommend.

I hate to think of the schizophrenic condition of the woman who receives both these cards on the same day. END

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MANAGEMENT AT WORK



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The war sent Smiths, the instrument manufacturers, to Bishops Cleeve, near Cheltenham. During those years some 200 caravans parked under the trees at Cleeve Grange to provide home and refuge from bombs for technicians engaged on work essential to the progress of the war.

After the war, however, caravans were no longer desirable, and permanent houses had to be found for employees if Smiths were to keep their factories and laboratories at Bishops Cleeve.

There was no hope that the local council could provide sufficient housing for the staff already employed, let alone the number of technicians whom Smiths were planning to take on under an ambitious expansion programme. So the Smiths Housing Association was formed with the support of the local council. Land was bought near the factories. The first scheme – large in the hard-pressed post-war years – was for 76 houses. Another 74 soon followed, then 156 more.

The fourth section of the estate included not only houses, flats and a parade of 10 shops, but also those

two essentials of English village life, a pub and a village green.

One of the problems facing the sponsors when they began had been that of integrating the new estate with the existing village of Bishops Cleeve. But the new estate brought fresh life to the old village, which has doubled its population in the period since the war. Also, the new estate is not entirely a company village, since the local council retains the right to nominate a percentage of the residents from its own lists.

The latest section of the estate offers residents a choice of five different types of house, with variations on each. The old idea of estate uniformity has gone by the board. Rents are a modest 50s. a week for each house. In all, Smiths now have over £1m. invested in the project.

Low rents apart, there are other

advantages of living at Bishops Cleeve. The village has lost none of its country atmosphere for being the home of an ultra-modern industry. Clean air is as much an essential for the manufacture of precision instruments as it is pleasant to live in. Even tenant farmers on the land surrounding the factories may use it only for pasture or other occupations that raise no dust. On the estate the planners have made the most of open spaces. Trees have been preserved, and wide lawns and broad roads provide excellent amenities and safeguard the children. Garages are grouped apart so that roadways are kept clear, and fumes and noise restricted to one small area.

Talent begins at home

One of the major problems of Scottish industry has been that too many graduates of Scottish universities are lost through offers of attractive employment in the South.

To combat this trend, a number of

MANAGEMENT AT WORK

Scottish electrical engineering firms got together six years ago and formed the Scottish Electrical Training Scheme. To begin with, the task of producing the right kind of man for the top jobs of the future was far from easy, but now dividends are being reaped from this pioneer effort in executive production.

Success of the scheme was seen at the fifth annual conference, when John Hastie of Scottish Cables reported progress. There are now 119 graduates and vocational students enrolled in the project. All are top-calibre youngsters who have opted for careers in Scotland, and who are doing their training with member firms. Ultimately, selected men will be invited to join the staffs of these firms in permanent posts leading to top appointments in the future.

Numbers in SETS have grown annually, and some firms in the scheme have stepped up their requirements of men who complete the training, indicating their satisfaction with the result.

Just to make things more difficult for recruits, who have never been allowed to take it easy, SETS is asking graduates to volunteer for more advanced courses. One such post-graduate course now starting is in higher mathematics, and there have been eleven applicants.

While training in electrical techniques, the SETS men have been encouraged to look wider and were told at the latest conference that they needed curiosity, initiative, and patience, allied to humility, as talents for their business careers. All of which suggests that the Scots are still upholding their tradition of a practical and tough approach to training leaders.

What's what in O and M

The rapid development of organization and methods in industry and commerce has brought about the

need for a documentation service to abstract and index information from the many journals specializing in this sphere.

Announcing the Anbar Documentation Service, Harry Cemach, its editor and a management consultant of many years standing, had this to say: "Other professions have long enjoyed the benefit of well-organized documentation. O and M as a profession has come into its own only since the last war; now it is coming of age and needs the support of an efficient and comprehensive reference service."

The subjects to be covered by Anbar include O and M, office management, clerical work study, office methods, office equipment, and business application of data processing. It will consist of six separate but inter-related services: monthly abstracts, a bi-monthly cumulative index, punched 'tracer cards' for cross reference, a bibliography, and a copy and translation service.

Seventy-five journals (including BUSINESS), published in eight languages, from sixteen countries, will be covered by the service.

On with the motley

Preparations had begun months in advance. A script worthy of a television drama was written and repeatedly re-written. The main banqueting hall of London's Savoy Hotel was booked. 'Teaser' invitations were sent out, telling the place, the date, and the time of the show, but not what it was all about. Professional stage and screen producers were called in to direct the presentation, and the lead actor - Aubrey Bressloff, British Olivetti's Trade Sales Manager - went into a week's rehearsal with the rest of the cast.

On the night, the lights went down on a crowded house, the curtains opened and a spotlight picked out Mr. Bressloff in the centre of the stage. The show was on. What show? The dealer presentation of Olivetti's new small adding machine.

Mr. Bressloff's monologue, which

introduced the machine, and detailed its features, its price and its market, was followed by two sketches acted by professionals. The first showed how an enterprising dealer might arouse interest in the new machine from a casual visitor to his shop. The second how the dealer could go out and induce sales by visiting his customers in their own offices or shops. The grand finale featured Giovanni Fei, managing director of British Olivetti, supported by a chorus of salesmen with the machine in one hand and an order book in the other.

Immediate dealer response to the machine and the method of its presentation, in terms of orders taken after the show, was said to be enthusiastic.

Cube root

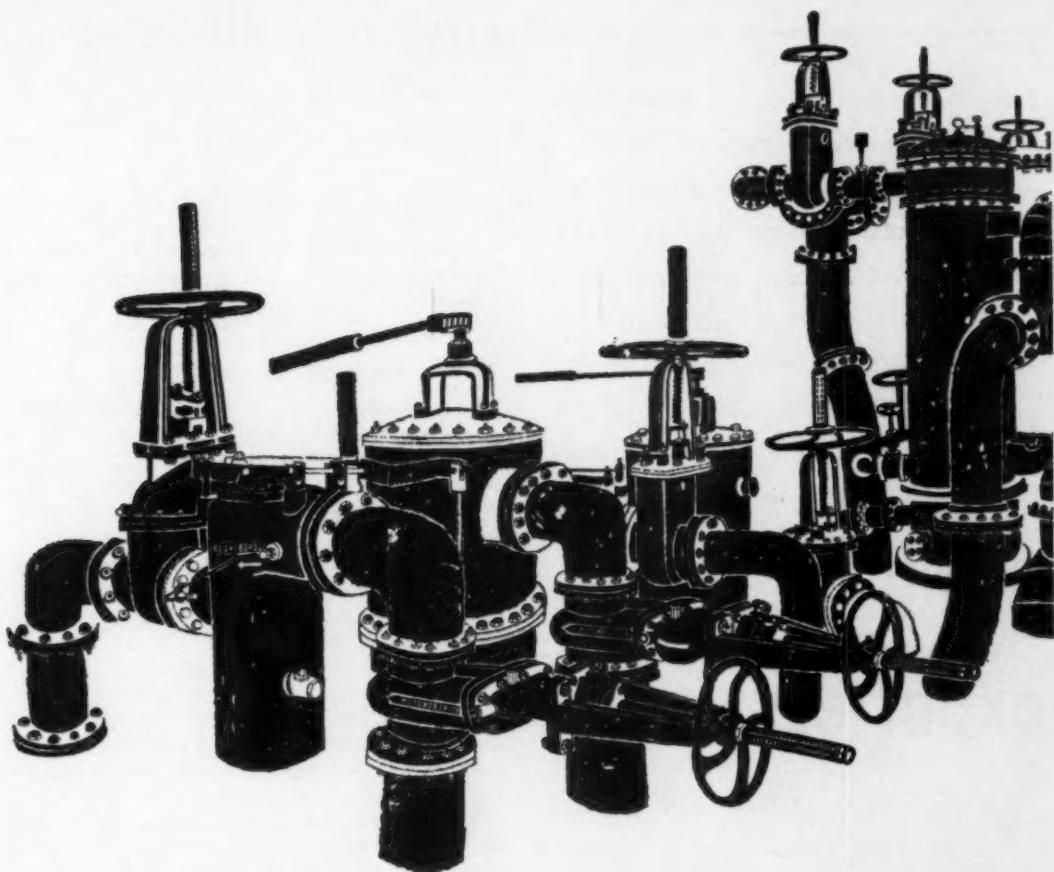
The difficulty of re-thinking an established manufacturing or commercial process from first principles is well known. But it has been done recently in the field of refrigerator production, with the prospect of a very substantial reduction in manufacturing costs.

Emerson Walker, specialists in big machine tools for the blow moulding of plastics, were given the task of studying refrigerators objectively and of assessing whether blow moulding techniques could be applied to their manufacture. Investigations showed that a refrigerator - this hitherto complicated household appliance - could be reduced to the concept of two hollow boxes and a few items of hardware.

A new manufacturing process was therefore devised. Briefly, a refrigerator-sized plastic box is blow moulded. Then another box, slightly smaller, is produced by the same method. One side is sliced off each box, and the two are then nested to form the inner and outer casing of the refrigerator. Space between the casings is insulated with foam plastic, hinges are fitted and the cut-off sides, similarly nested and insulated, form the door. A magnetic lock is added,

continued on page 32

BUSINESS



THE MONEY THAT MANAGEMENTS SAVE THROUGH MOBIL ECONOMY SERVICE

More than £1,360 saved in a year at **J. Blakeborough & Sons Limited**

TAKING POSITIVE ACTION to cut maintenance and lubrication costs, J. Blakeborough & Sons Ltd, world famous valve manufacturers, consulted the experts—Mobil. After accepting their recommendations, and applying the correct lubrication programme, Blakeborough found that they had made direct savings of over £1,360. Indirect savings were estimated at a further £2,100.

World-wide experience of industrial lubrication

This example of the value of Mobil Economy Service is typical of many that could be cited from almost every industrial area of the world. In all these areas, the world-wide Mobil organization is applying more than 90 years' experience to the cutting of lubrication and maintenance costs.

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The value of Mobil Economy Service is the value of expert knowledge methodically applied: it is a matter of assessing all the lubrication needs of a business collectively; considering how they can best be met with the fewest different lubricants in the smallest quantities; and making sure that everyone concerned knows how to use the lubricants to the best effect with the absolute minimum of work. The astonishingly large savings that are often achieved are the measure of the experience and skill that Mobil bring to the consideration of every industrial lubrication problem.



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We help exporters

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Head Office: 41, Lothbury, London, E.C.2.



MANAGEMENT AT WORK

continued from page 30

and the refrigerator is ready to receive the freezing unit.

Realizing that this process, by slashing retail prices, may revolutionize - and revitalize - the refrigerator market, a number of large firms from several parts of the world are already in consultation with Emerson Walker.

Tell a sausage by its skin

If British industry is to increase exports, there must be greater effort to convince foreign consumers that the goods have been made specially for them. This includes planned packaging to suit overseas markets. So says Ernest Snelling, director of the overseas marketing division of Gillette.

According to Mr. Snelling, too many firms regard exporting as merely a matter of shipping goods out of the UK. Too few cater for overseas consumers in the manner most acceptable to them.

Gillette, who account for 95 per cent of the razor blades exported from this country, have separate marketing programmes in each territory. They aim to give a specific market what investigations have shown that it needs, rather than arbitrarily sending them a standard line of packaged goods.

"When considering packaging in an overseas market," says Mr. Snelling, "you should have in mind the ultimate consumer and his purchasing power, type of retail outlets, design in relation to show material, and costs allied to shipping space and handling expenses. In many cases, some of these considerations are overlooked when it comes to the final acceptance or rejection of a prototype packaging item."

He added that when Gillette contemplate the packaging of a new item, they satisfy themselves on the convenient size for shipping, the ideal unit pack quantity for the local consumer, and the best wholesale pack quantity for large and small retailers. Gillette aim to achieve simplicity in a display unit of the right quantity, with the right size and right type of display for the shop in which it is going to stand. No packaging is finally approved until it has undergone thorough handling and transit tests.

Colour is at least as important in less sophisticated markets as it is in highly developed communities. For example, in many African markets red and yellow are popular, and in French North Africa green has local attraction. Special packaging is required in countries which have a high rate of illiteracy. In one such market, Gillette sell two brands of blades, one featuring on the packet a lion, and the other a crocodile being cut in half. This is the way the blades are asked for by the consumer.

END



All the world rolls along on steel

STEEL BALL BEARINGS are as essential to the smooth progress of the Chairman's limousine as they are to this boy's roller skates. In fact, whether you go by car, bus, bike, or scooter, you're really travelling on ball or roller bearings of steel.

And not only bearings, but axles, wheels, chassis and bodywork pressings of most of our vehicles are made of steel. This is where steel's versatility comes in: ball bearings are usually made of carbon chrome steel or nickel molybdenum steel — in either case, heat-treated to give an extremely hard surface with very high resistance

to wear. Car body pressings, on the other hand, are made of low-carbon mild steel, which has the ductility needed for deep-drawing in the pressing process. Steel, in one or other of its many specifications, is the material on which our whole technology depends.

If steel cost ten thousand pounds a ton it would probably be known as a 'miracle' metal. But as it's so inexpensive and plentiful it often goes unnoticed. Steel quietly gets on with its job of making our life run more smoothly.

THIS IS THE STEEL AGE

NOVEMBER, 1961

BRITISH IRON AND STEEL FEDERATION

LETTERS

continued from page 21

does in fact already exist. In order to be eligible for membership, however, it is necessary to have passed the London Chamber of Commerce Private Secretary's Examination and to be in possession of their Diploma.

The standard of this examination is extremely high and the range comprehensive. I do not believe that businessmen and executives generally are aware of the existence of this Diploma and the degree of competency entailed, and I feel that more publicity in this connection would be advantageous to all concerned.

However, any efforts directed towards educating both the employer and the employee in the differences that exist between a private secretary and a shorthand-typist are more than welcome and long overdue, and I hope that Miss Bashford's endeavours will do much towards achieving this.

JEAN BEDDINGTON
63 Bradfield Road,
Stretford, Manchester.

My committee were very interested to read Miss Bashford's letter in your September issue regarding private

secretaries, but sorry that she omitted to make mention of this Association.

It is the view of my committee that in these enlightened days and this competitive world, the progressive and up-to-date organization is now controlled and operated by a team of qualified people. The private secretary of the standing that both Miss Bashford and we have in mind is a part of the managerial team, and should therefore comply with professional requirements.

It was because of this view that we welcomed the examination introduced by the London Chamber of Commerce for the Private Secretary's Diploma. This examination was designed to test the capabilities, personality and skill of the private secretary, and we welcomed it as a means of setting a standard for this very important branch of office work.

ELISABETH FERRIS

Hon. Secretary,
The Private Secretaries' Association,
8 Leaver Gardens,
Greenford, Middlesex.

Your correspondent in the September issue ('Secretaries - Unite !') might be better off if the body she envisages, which would divide private

secretaries from "the shorthand typists with limited educational background," never comes into existence. If it does, it may well set the standards of the competent private secretary too high for one who does not disdain to employ a split infinitive in the very letter in which she sets forth the need for a recognized status for private secretaries.

T. H. SILK

118 Forester Road,
Crawley, Sussex.

Murder on ice

Regarding your story, 'Hunting Polar Bears,' I cannot possibly improve upon the famous epigram of Oscar Wilde: 'The unspeakable in pursuit of the uneatable.'

It is a sad commentary on our so-called civilisation that there should still be those who will cold-bloodedly murder such beautiful beasts in the name of sport.

JOHN MOOREY

Cherry Tree Cottage,
72 Eveleigh Road,
Farlington,
Portsmouth.

The advertisement features a large illustration of a loose-leaf binder on the left, showing its front cover and spine. To the right of the binder are three white rectangular panels with black text. The top panel says 'LEAF'. Below it is another panel with 'CATALOGUE' and 'BINDERS' stacked vertically. A third panel is partially visible on the far right. At the bottom left is a logo consisting of a triangle containing the letters 'W E F'. The bottom right contains the company name and address: 'White & Farrell Ltd.' and 'PLASTICS SECTION CAROLINE STREET • HULL'.



FLOW PRODUCTION



...in the office



846 SHANNON UNIT FURNITURE

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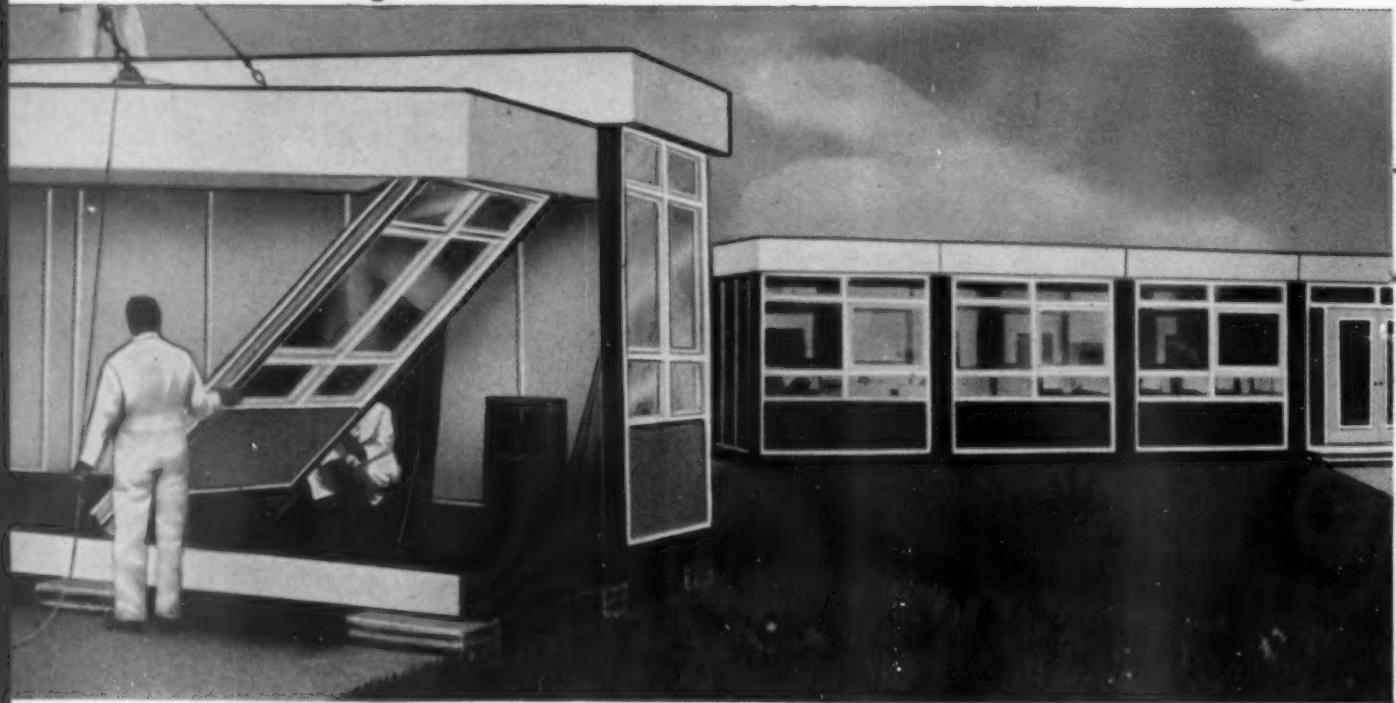
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A QUALITY PRODUCT - High standards of workmanship and materials, backed by rigorous testing and inspection during manufacture, are the hallmark of Terrapin buildings. Proof of their quality and performance is substantiated by an ever increasing demand from all branches of Industry, Commerce and the Social Services.

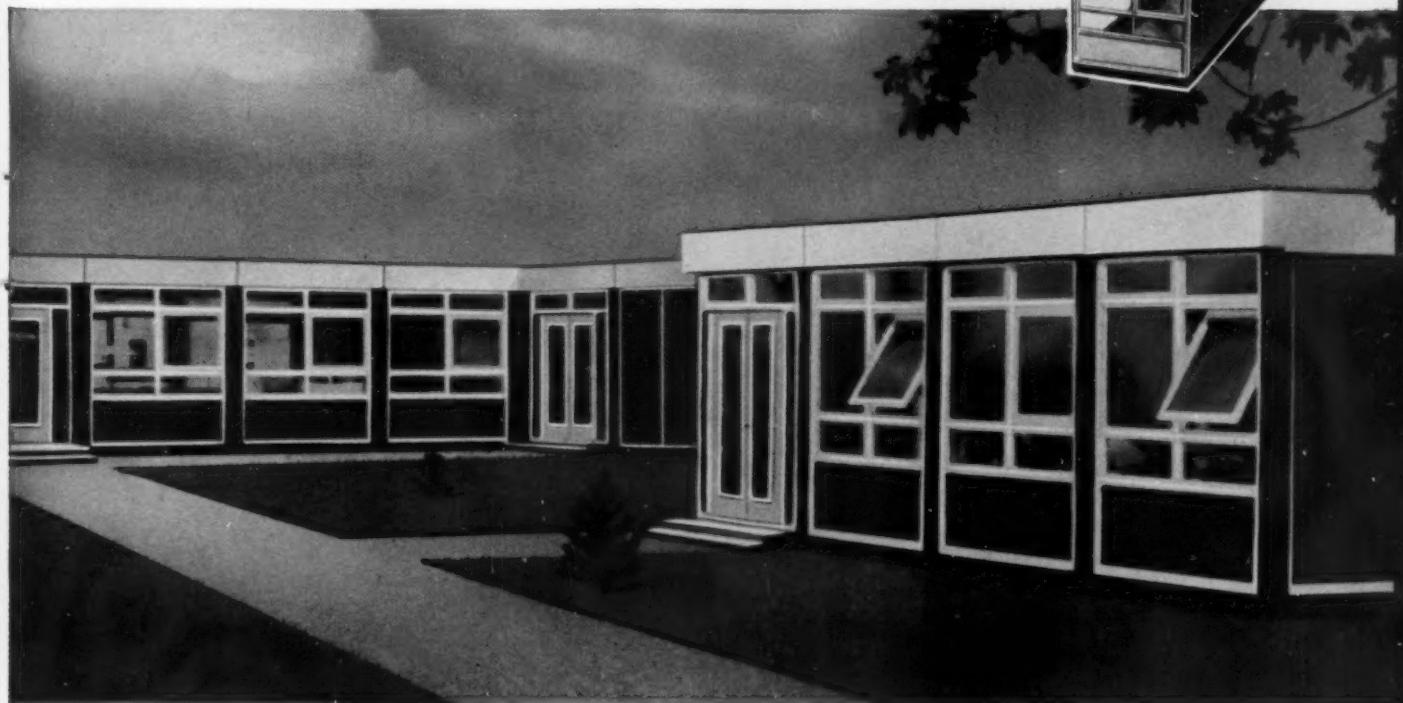
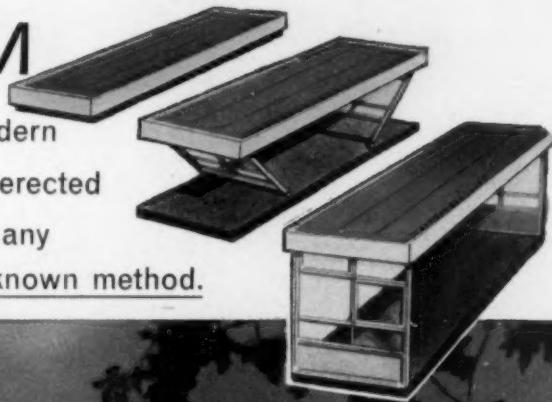
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BALTIC BLUE: B.S. No. 0-011
PINE GREEN: B.S. No. 5-061
MUSTARD YELLOW: B.S. No. 4-056

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Terrapin pack building units can be used to create modern functional buildings of superb quality. They can be erected end to end and side to side to form buildings of almost any size and any ground plan, faster than by any other known method.

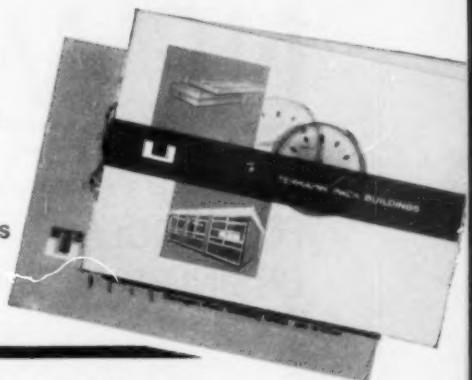


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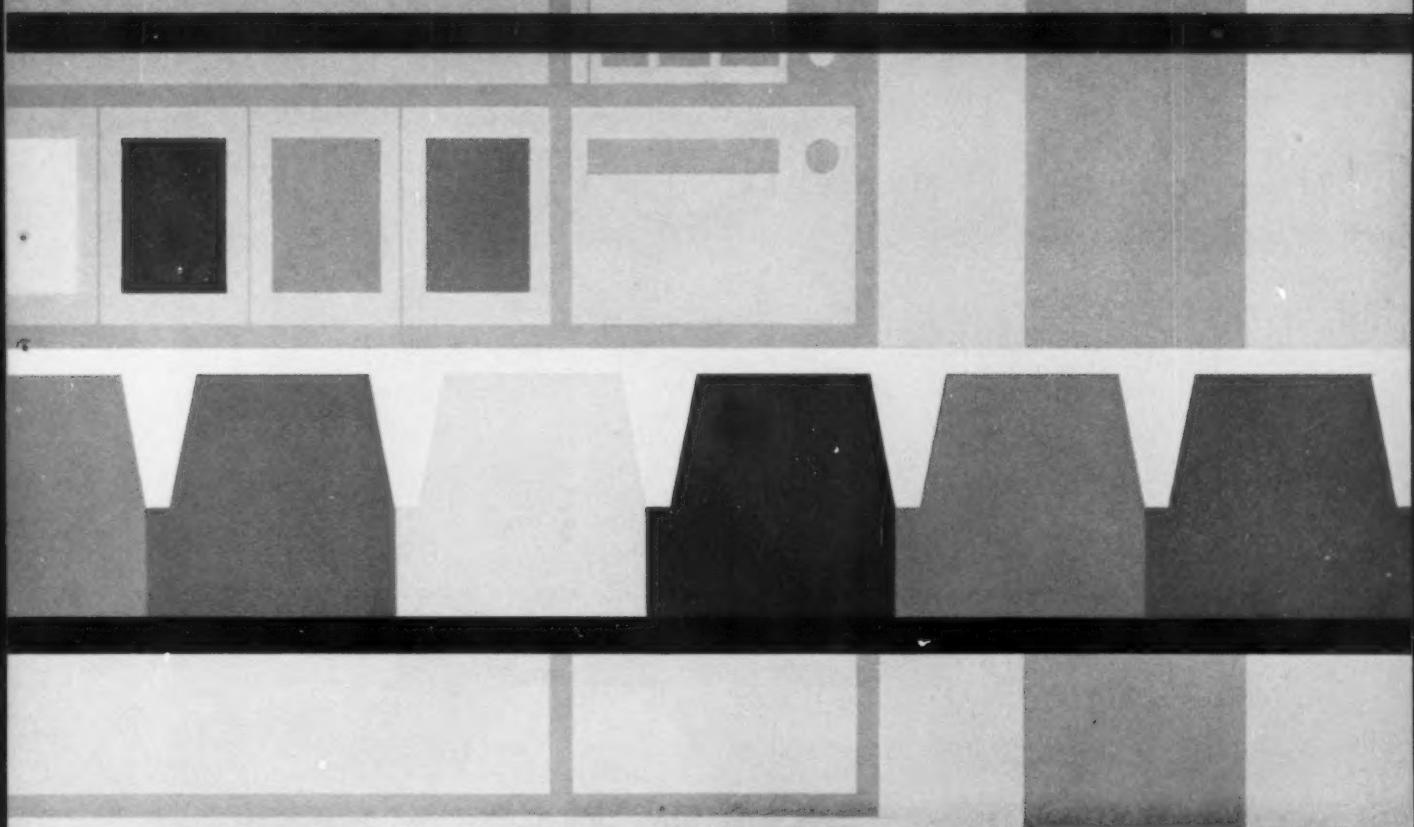
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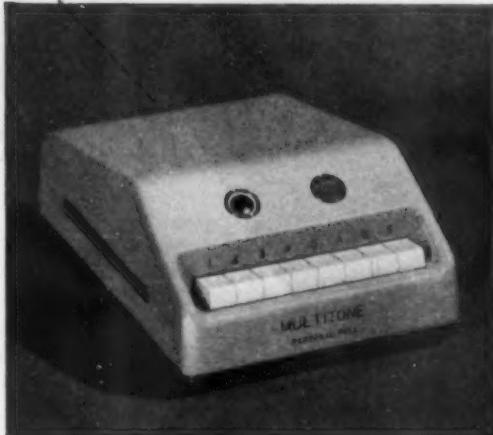
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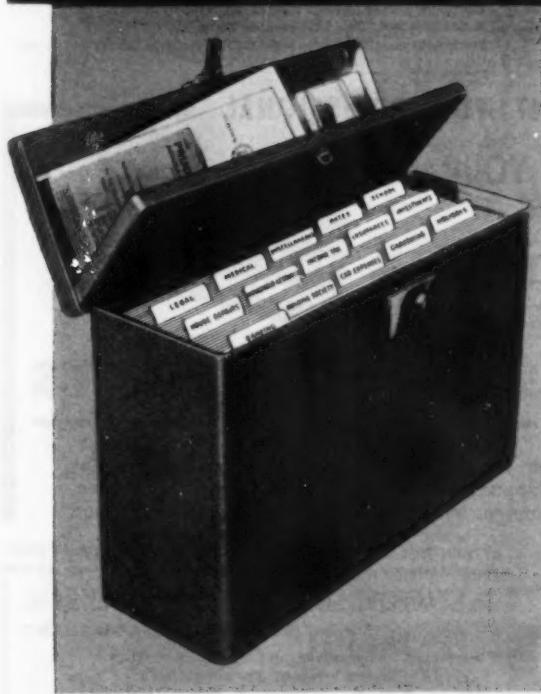
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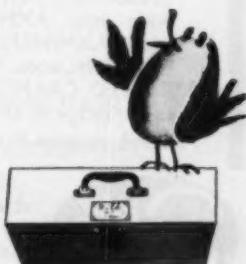
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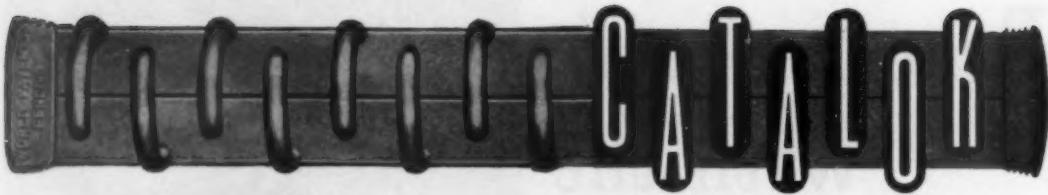
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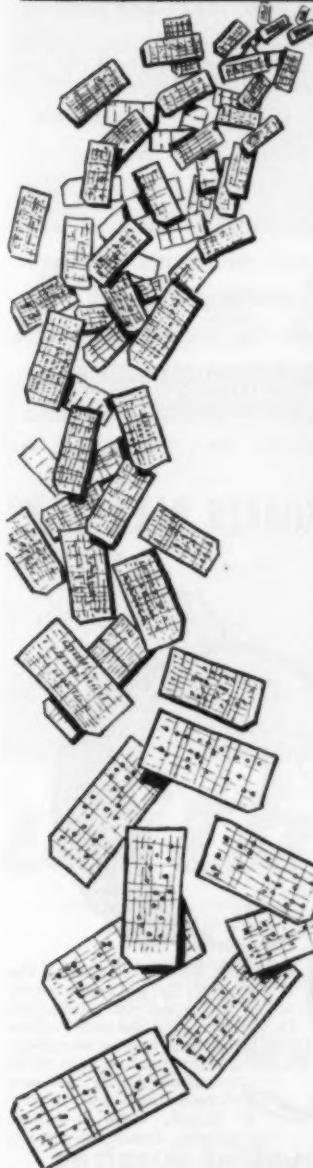
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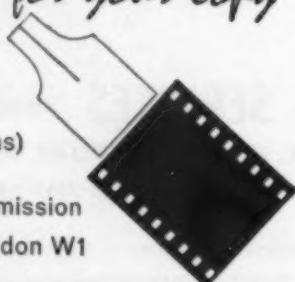
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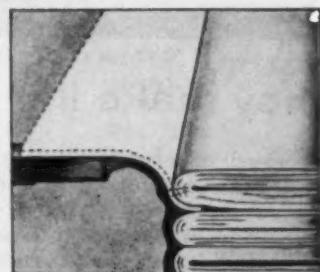
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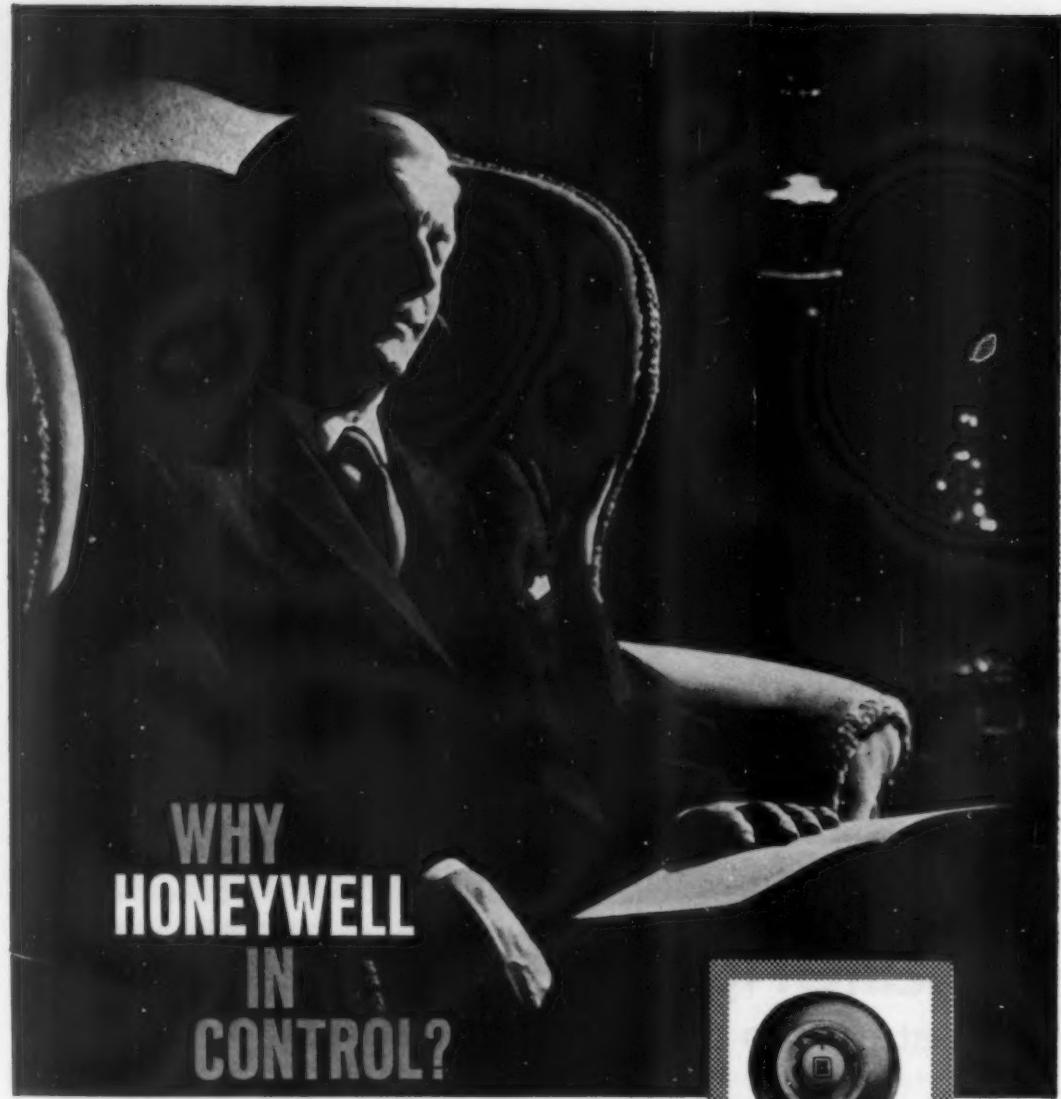
treated to resist erasure), Challenge Analysis Books will not cost you any more. There's a wide range of rulings, too, all completely accurate.

Ask your stationer to show you the Challenge range. If you experience any difficulty in obtaining supplies, write (giving the name and address of your usual supplier) to John Dickinson & Co. Ltd., Book & Office Equipment Department, Apaley Mills, Hemel Hempstead, Herts.



Challenge Analysis Books

Another quality product of the company which makes the famous Basildon Bond writing paper

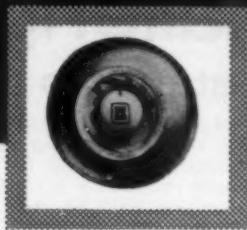


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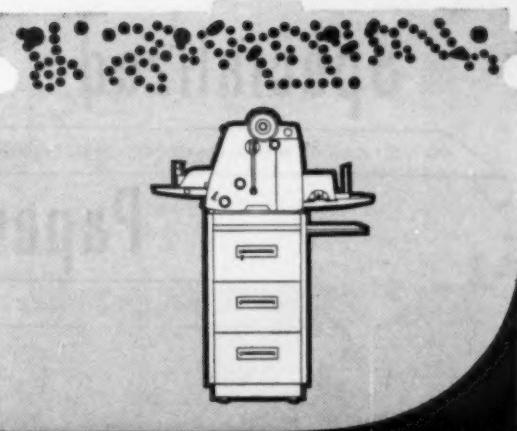
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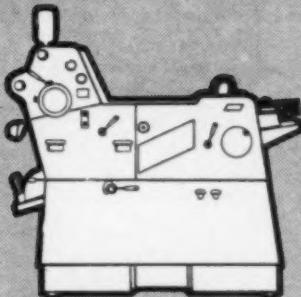
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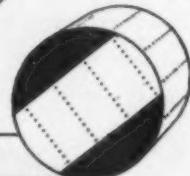
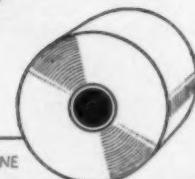
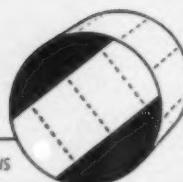


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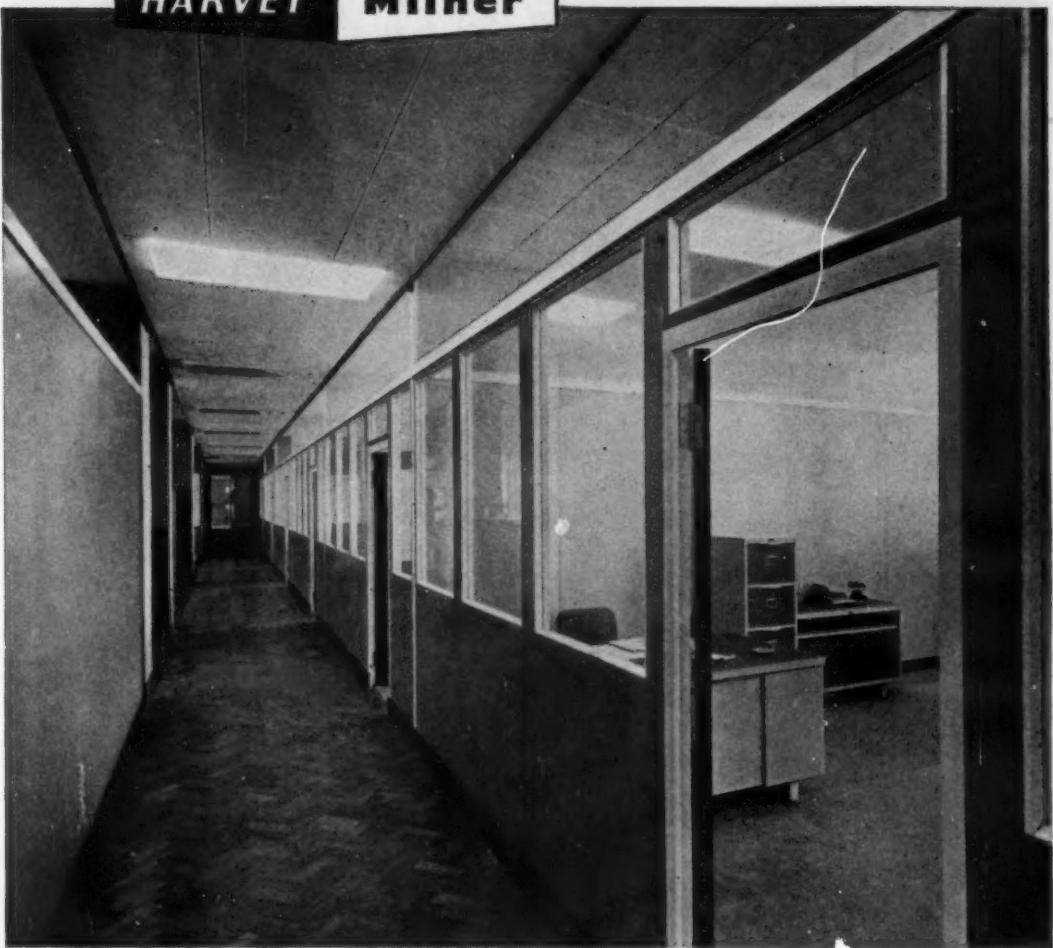
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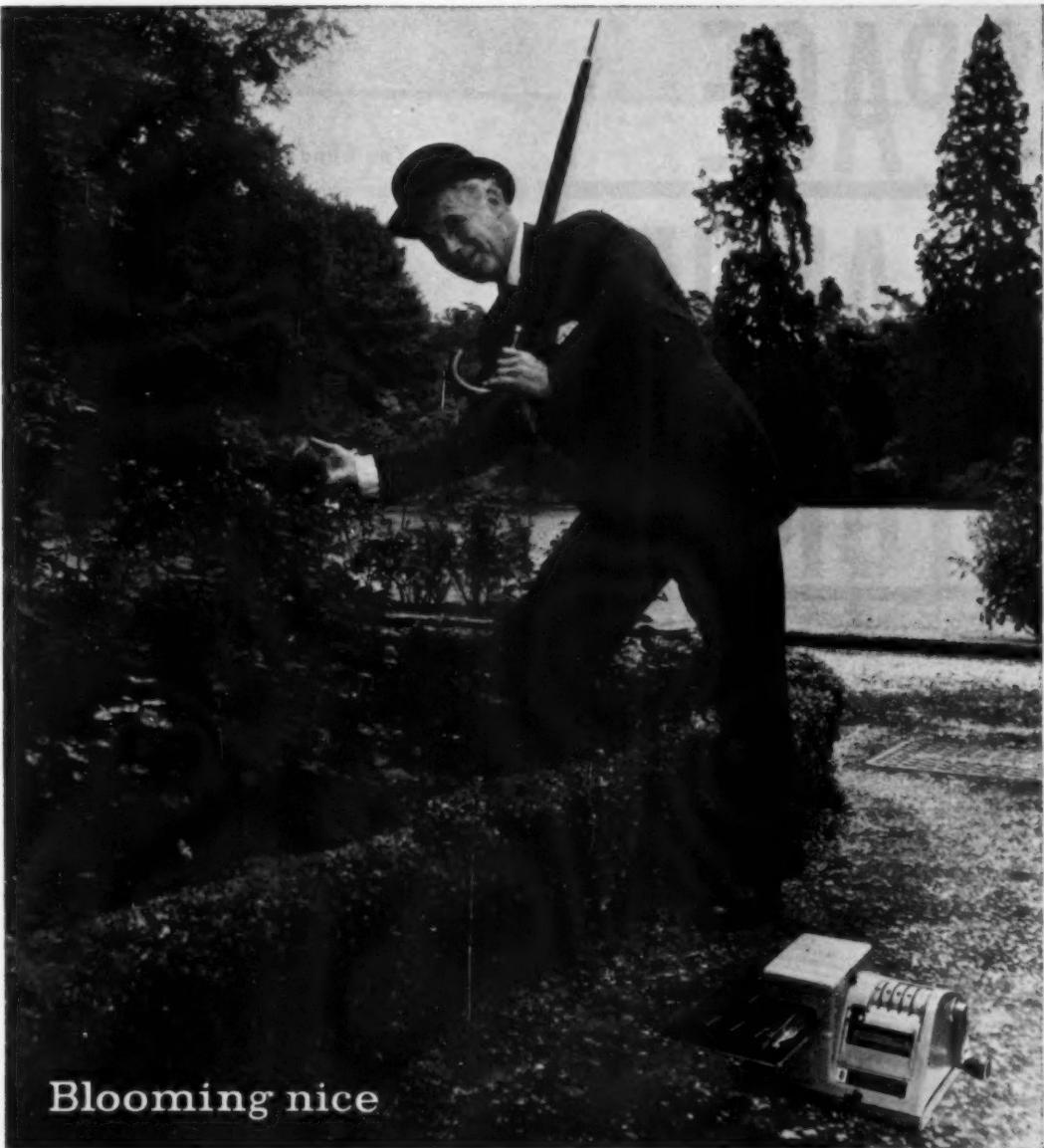
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Warming to the task of pruning overheads he also discovered the Pitney-Bowes letter openers, folding machines, cheque signers,

counting and coding machines, addressing machines, in fact the whole range of labour saving equipment made by this Company. Now the garden looks a picture, and his business shows greater profit—fair reward for a little investigation into the new models made by Pitney-Bowes. Mr. J. Bull will send you a free brochure if you write in to



Pitney-Bowes LTD.

INCORPORATING UNIVERSAL POSTAL FRANKERS LTD.
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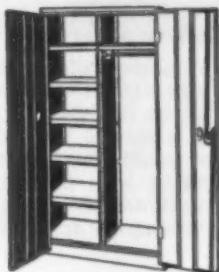
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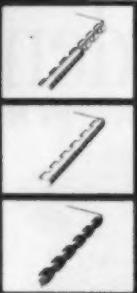
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the decision takers...the computer-minded

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benefit of their experience—and if you choose a computer, undertake its installation. And Ferranti offer a wider range of computers, programs, training facilities and services than any other company. Current Ferranti activities include Nebula (Natural Electronic Business Language for commercial programming), Orion (revolutionary "second generation" computer) and Atlas (most advanced super-speed computer in the world).

PERMANENT WAYS British Railways have made a new senior appointment—a Ferranti Sirius computer to calculate incentive bonuses for six hundred track repair gangs in 5 Midland Region districts. Weekly repair analysis is an extra duty Sirius takes in its stride. Small, economical, very adaptable—that's Sirius.

AIRWAYS The wide blue yonder becomes more congested every flying hour—making traffic control over the Atlantic an ever-increasing nightmare. The Ministry of Aviation asked Ferranti for help; result, Apollo—a new computer at Prestwick Airport designed to bring a skyful of planes to happy landings.

ROADWAYS Road designers Maunsell and Partners took their Hammersmith Flyover problems to a Ferranti computer centre—hired time on a Pegasus and completed weeks of development work in minutes. Maunsells are engineers not computer experts—but Ferranti autocodes allow anyone to use a computer.

FERRANTI

RANGE OF COMPUTER SYSTEMS

London Computer Centres : 68 Newman St. London W.1. (Museum 5040) and 21 Portland Place, London W.1. (Langham 9211)
Works : West Gorton, Manchester 12 (East 1301)

'... and I really like it! I like the work, I like the people, and above all I like the atmosphere.'

'I've
been
here
a month..'

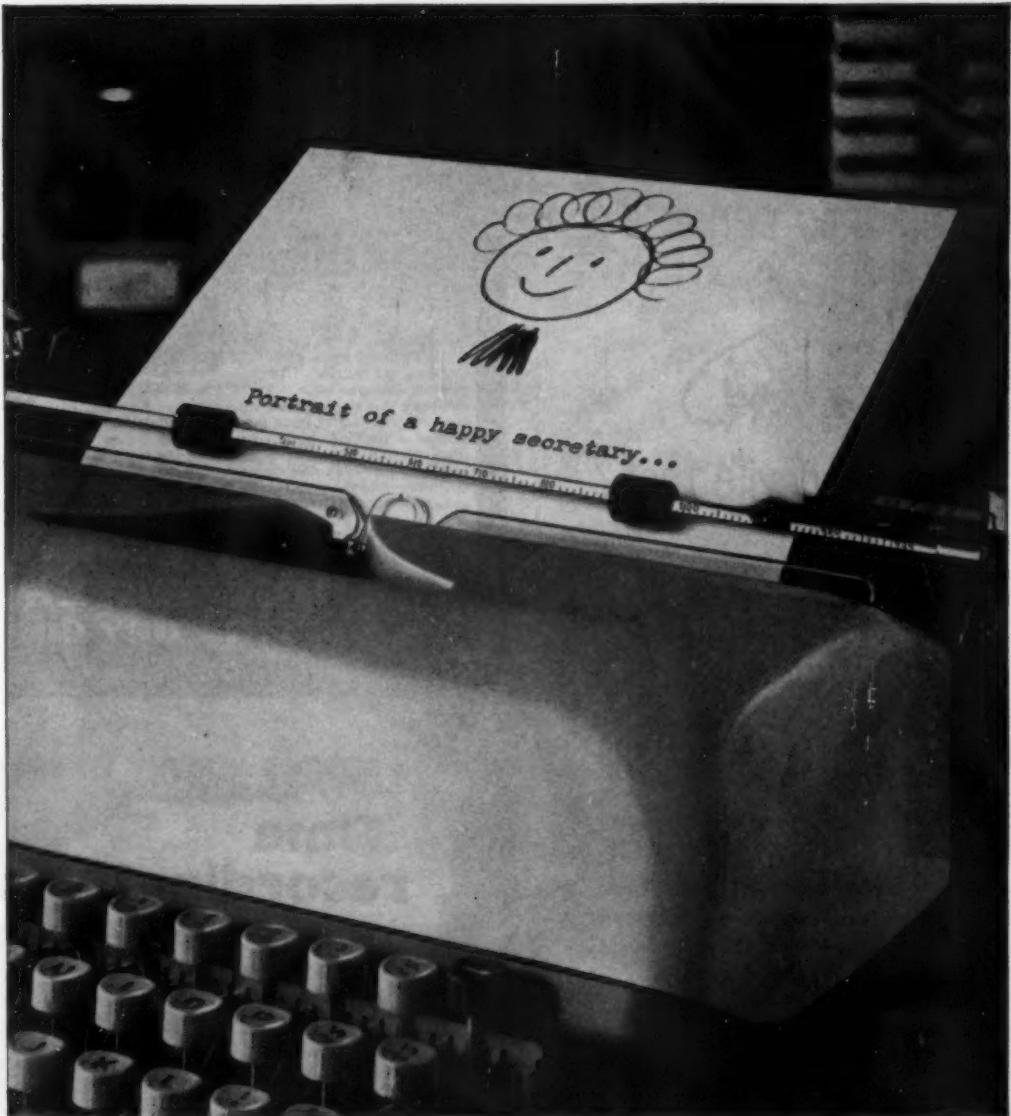
Esavian furniture is like that! Unpretentious, impressive, quietly creating a harmonious atmosphere of confidence, comfort and efficiency for staff and visitors alike. Write today for full details of ESAVIAN's unique floor to ceiling contract furnishing service—and for details of the secretary's desk No. T975 illustrated—and for leaflets on the whole magnificent range of ESAVIAN furniture.

VIEW ON ARROW

elevation

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Birmingham Showroom, Charles Street,
West Bromwich. Tipton 1631
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Glasgow C.2. Central 2369



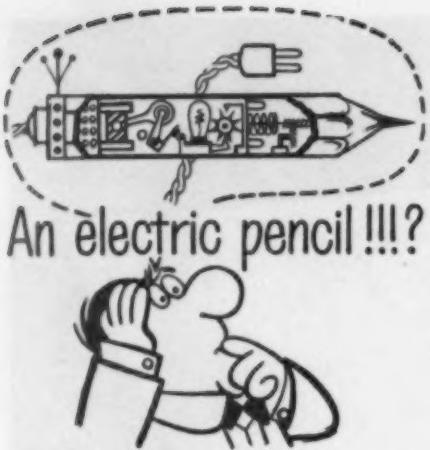
Of course she's happy—her Marathon typewriter ribbon ensures the clear, smudge-free results which always bring her high praise from the boss. And he likes it too, letters look perfection. Marathon, a high-quality long-lasting ribbon, is a pleasure to use. Try it—you'll see what a difference it makes!

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Titan · Marathon
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Nonstick · Readymaster
Clean Hands



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NOVEMBER, 1961



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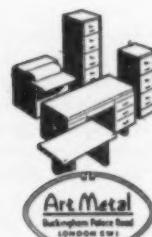
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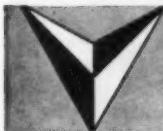


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ANSAFONE

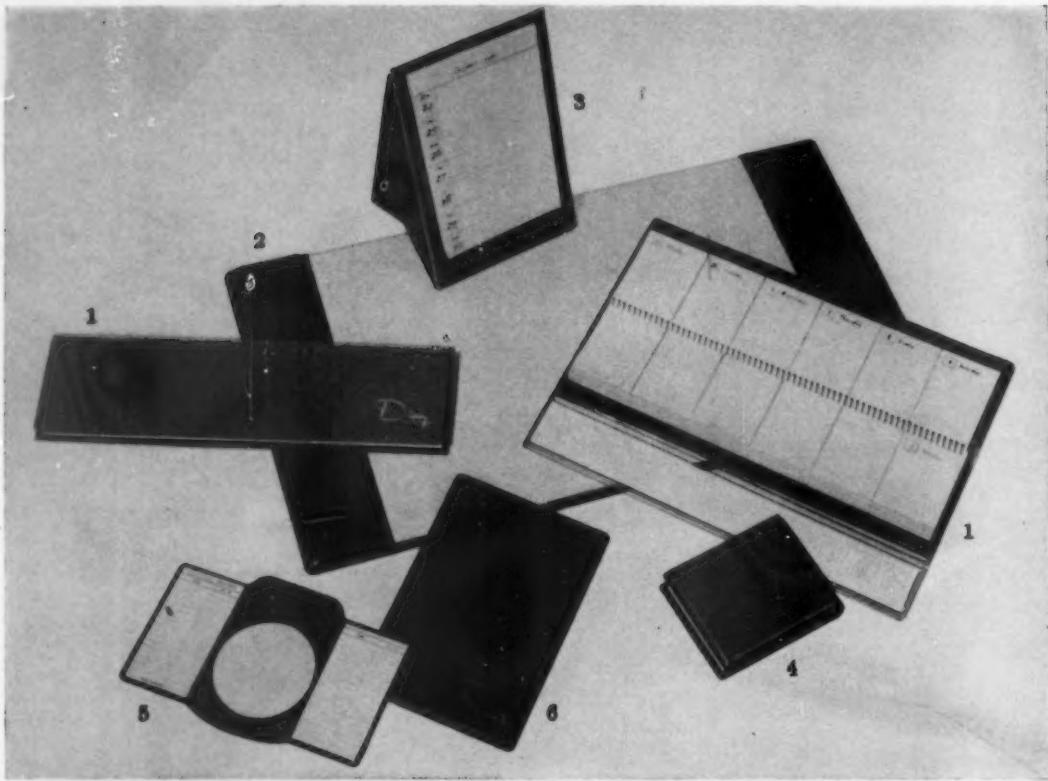
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- 3. Stand-up engagement diary*
- 4. Chubby note pad*
- 5. The 'Dialdex' clip-on telephone number reminder
- 6. Combined Desk Diary & Jotter

*Selected by the Design Centre

Let ALPA goodwill gifts become *your* daily link with business friends and associates, reminding them of your name throughout the year.

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Ask your secretary to send the coupon for a four colour booklet explaining ALPA products and services.

ALPA

ALPA PLASTICS LIMITED

240-246 MAYBANK ROAD • LONDON • E18

Telephone: BUCKhurst 9211/4

I am interested in ALPA products, please send me your illustrated booklet.

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Title _____

Firm _____

Address _____

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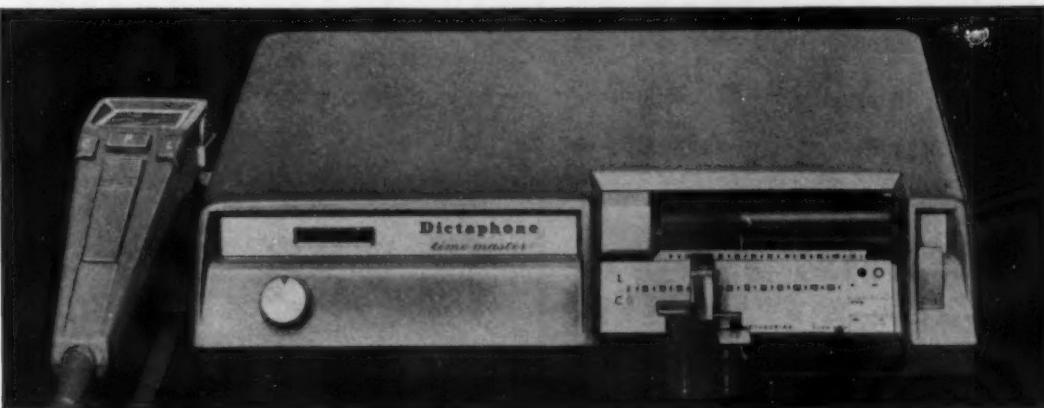


Telegrams: DONDAY LONDON E18

BUSINESS



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The Dictabelt recording is permanent and visible, ensuring complete safety from accidental erasure. Reproduction is crystal clear and place-finding is instantaneous.

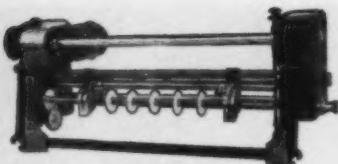
Dictaphone TIME-MASTER has been accepted for the Design Index of the Council of Industrial Design.

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* 5 part sets without carbon

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is also the most economical

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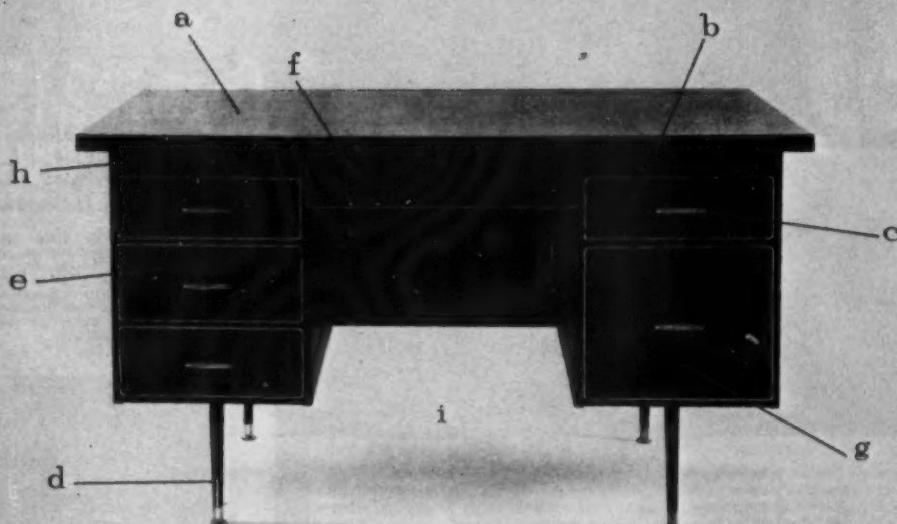
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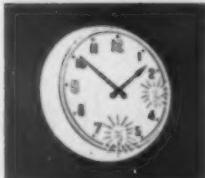


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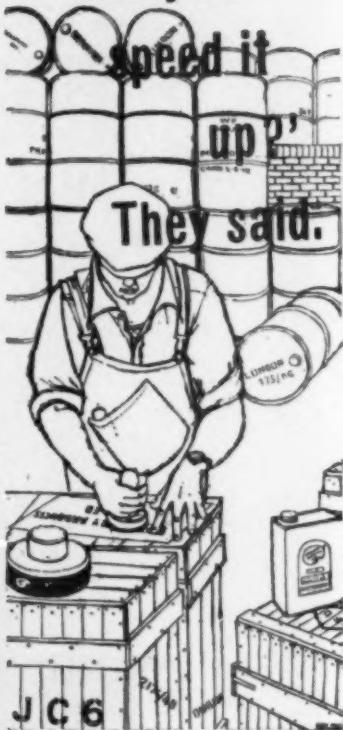
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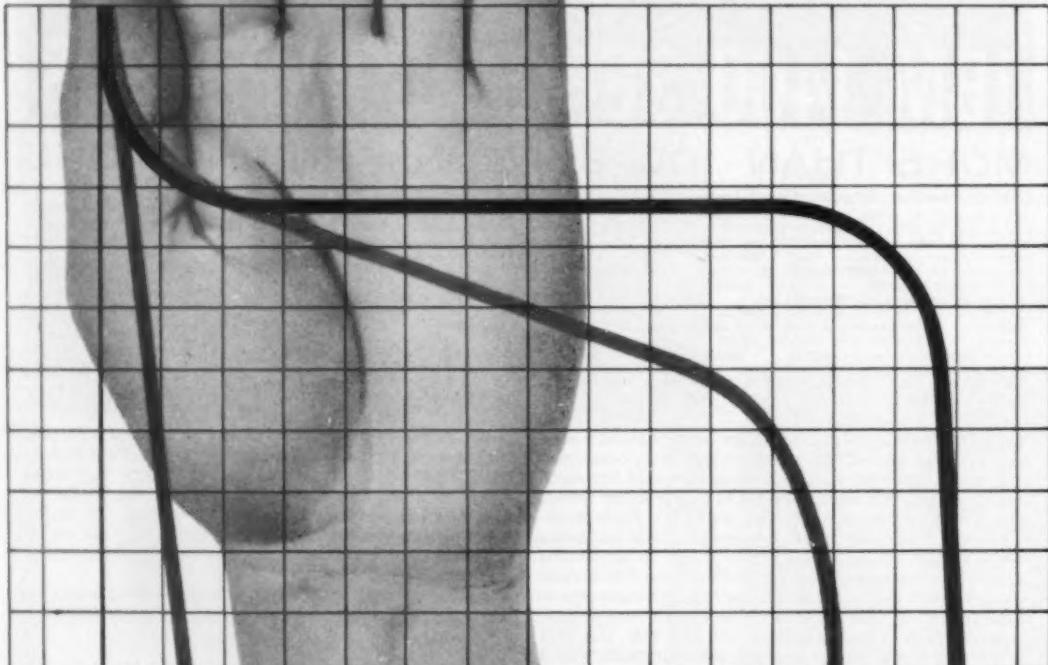
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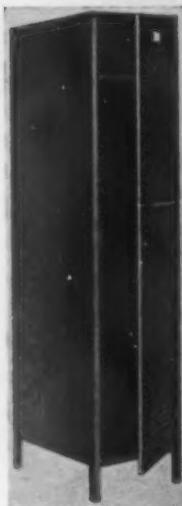


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How to Ask for a Rise

If you have to ask for a rise, then perhaps you are the wrong man in the right firm or the right man in the wrong firm. If you are doing good work in a well-run firm, you should not have to ask for a rise.

There should be an annual review of salaries, and top management should be using this annual review to sift out various executives, giving them incentive according to the way they have worked and are likely to work in the future. They should be using the annual review to reward more rapidly those who are developing fastest and are clearly headed for higher promotion, rewarding more slowly those who are getting near their peak.

The man who knows he is at or past his peak and is not really due for a rise, would of course be unwise to ask for one, unless there has been a general increase in salary levels or in the cost of living.

If you do have to ask for a rise, then it is best to make a direct approach, and where possible take more than one bite at the cherry. Marshal your facts and present your request in a straightforward way, supporting it with arguments in this order:

Remind your boss of your present salary and the length of time since your last rise, throwing in a reference to your personal family commitments. Scarcely any boss can fail to have some sympathy for your personal problems.

Having got the conversation on to a sympathetic note, you are in a better position to parade hard facts about the progress of your work, your department and its activities.

Your boss knows these facts already, so don't spend too long on them or you will appear to be bumptious. Much better to get it over quickly, putting these points merely to indicate that you are aware of them.

Last in order of priority, put any other supporting material such as references to salary rises elsewhere in the firm. Put this last – if you want to put it at all – because it may make your boss angry. It is a dig at his sense of fairness.

Keep your dignity

What should you do if the interview takes an awkward turn and your boss becomes completely defiant? The important thing is not to lose your dignity by apologizing for having asked. That makes you putty in his hands, and he will think poorly of you for it. When he turns you down, just say something neutral without either showing resentment or accepting the situation.

If your position is strong and you know he values your services most keenly, and would not want to lose you, then you can hint politely but definitely that you will have to consider your position.

This is about as far as you can go. Do not on any account allow yourself to be stampeded into a much too heroic resignation. Only do that when you have another job lined up.

Before looking for this, you should consider very carefully whether you may not be better off with your present firm. Remember that there is no absolute level at which the salary for an executive job should be placed.

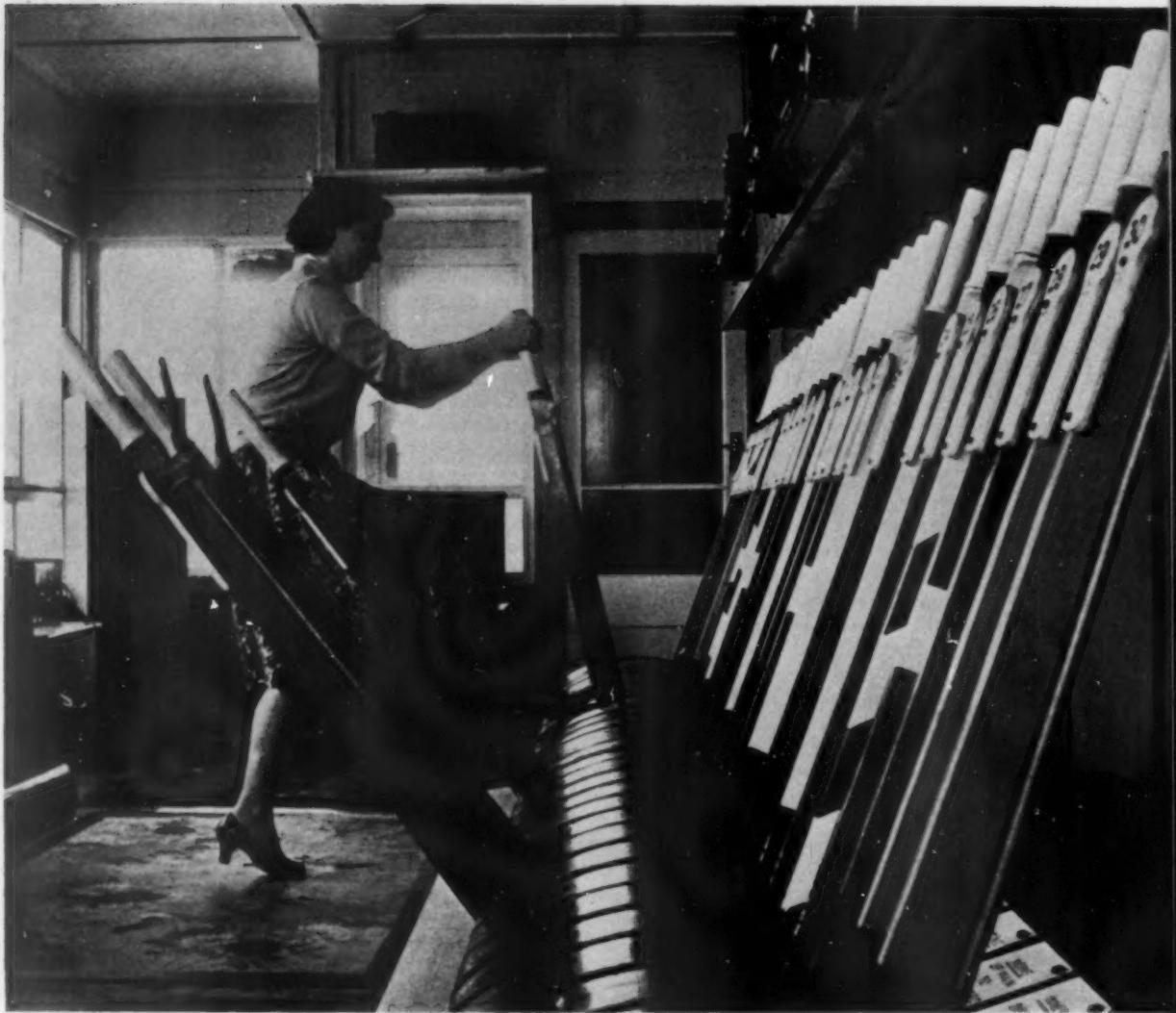
There is no possible method of valuing precisely an executive's services. He is working as a member of a team.

It is more important to place your emphasis on long-term prospects – though not too long – and on your rate of progress than on the absolute level of your salary. If, for example, you are in a department or firm which looks like growing, or where there are clear opportunities for promotion over the next three to five years, then you may be wise to continue where you are, even if your salary is £250 or more below the figure you hear quoted for another post.

I was once dining with an executive and his wife, when the lady expressed dissatisfaction with the pay which her husband had received in his former job. I happened to know that starting at a low level, he had trebled his salary with that firm in six years. Then he had gone to another firm on a substantial increase. When I pointed out that if he trebled his salary every six years with his present firm until the date of his retirement, he would be earning something like £300,000 a year on retirement, there was an expression of astonishment, if not incredulity. But the figure was correct.

It is all too easy to lose sight of the growth prospects of a salary which is rising at a steady rate. It is better to keep yourself and your job developing so that it pays more every year – at least £100, perhaps £200 or £300 more – rather than to be bribed away to some other post where the immediate prospects are better but the long-term prospects extremely doubtful.

END



Women at Work

Because most women regard their work either as temporary or as a second string they provide an interminable problem for managements. Here are the experiences of a number of firms in dealing with it

by Gwilym Jones

*Women are sometimes found doing unusual jobs
in the most unexpected places. They work
as crane drivers, engineers – and this lady efficiently
controls a railway signal box*

THE age-old idea that a woman's place is in the home has long lost its meaning in British industry. Today there is near equality in the job market. One in every three wage or salary earners is a woman, and of those who are working, no less than 52 per cent are married. More and more firms are finding that when extra hands are required to meet rush orders only one pool exists – married women who have to be induced in a variety of ways back into employment.

Before the war women in industry were confined to a fairly tight range of jobs. Domestic servants, the textile industry, certain of the food and light manufacturing industries provided the largest numbers with employment. In addition to having only certain jobs open to them, it was not unusual for them to receive their notice when they married.

In manufacturing industry especially, the women workers were either unmarried or young, and this tended to keep the average age low. Now the reverse is true. Not only is practically every job open to women, but the regulations against married women have been largely annulled by the acute and continuing shortage of labour. Most women now work after marriage, and many return after having children. This naturally reflects itself in the age groups available to employers. At the end of May 1959, there were more women working at 50 years of age than at 25. The numbers in jobs begin to fall away after 19 years of age and does not increase for at least 10 years. In many parts of the country, large groups of highly skilled women have been trained and are now an integral part of the industrial labour force. But there are also many millions of full and part-time workers without much skill, and their employment and nomadic ways present management with many problems. What these are. How they are tackled. And the effect of large numbers of women on industrial relations provide some

questions to which few conclusive answers have yet been given.

Among the firms I discussed the problems with was Peek Frean, the well-known South East London biscuit manufacturers which employs a large number of women. This company, as Mr. R. G. Allsop, Labour Officer, rather forcibly stressed, knows what it is like attempting to recruit labour in an area where there is not only full employment, but where the immediate neighbourhood has been experiencing a gradual decline in population since the turn of the century. The Department of Scientific and Industrial Research has also carried out a survey there and recently they issued their report.

One simple fact

Their basic conclusion is that the majority of women regard their work either as temporary, as between leaving school and marriage, or secondary to their family. Most of the problems which make labour and personnel officers scratch their heads stem from this simple, yet not always obvious fact. At the time of the DSIR study Peak Frean employed nearly 3,000 women at their Bermondsey factory, of whom 2,000 were married. Such is the shortage of suitable labour that the firm now finds its recruitment policy decided for it by the availability of labour. Without adjusting working hours to meet the home requirements of married women, the firm would not be able to maintain its present high production.

There are morning, afternoon and evening shifts, plus a short-day turn between 9.30 and 4 p.m. This certainly proved to be an excellent social service, but as an economic proposition, it failed, and its use has been restricted. The other shifts, although presenting production with great organizational problems, have out of necessity, been maintained.

But the experience of all firms

employing women, especially married women, were the same. The rate of turnover and absenteeism was consistently higher than is customary with all workers.

This can be expected where domestic problems take precedence over work. At Peek Frean the team found that during one shift over the school holidays, absenteeism reached 40 per cent. This tended to knock production planning out of schedule, and in an effort to minimize the adverse effects of absenteeism, the firm tried to anticipate it by having a system of 'approved' absence. Where family circumstances demanded, the firm willingly granted time off. They found this could be arranged in a reasonably large factory where a number of employees were in exactly the same position, and it overcame the danger of suddenly finding only half the shift on duty.

Other firms have different ways of dealing with the problem. One personnel officer said it was their experience that slack supervision and high absenteeism went together. In his particular factory, they had two interesting examples. One section had a supervisor who maintained a close and regular contact with his staff. If they went absent, he made it his business to find out why. Time off was given only for valid reasons and any contravention of rules was regarded as a severe breach of industrial discipline. His absence rate was relatively low. Another supervisor working under similar conditions had a much higher rate. There were no apparent or presentable reasons for the difference – except the attitude and standards of the two supervisors.

Supervision in fact seemed to take on a new meaning where large numbers of women were employed. One theory advanced by several people was that women were apt to identify themselves with a person or group rather than a system. Where they liked their supervisor and colleagues, things normally ran smoothly. But this attitude also made for difficult



Although local authorities provide nurseries where women workers can leave their children during the day under the care of experienced attendants, the cost of maintaining them is so great that several have been closed

side problems. Where frequent changes in job are required, which at times means no more than changing seats, it appeared to cause more trouble than is customary. Even where firms tried to explain the reasons for change, they found it difficult to get the message over. The attitude seemed to be: we like this way, why change?

A high turnover is to be expected with a group that regard their job as of secondary importance. But turnover is naturally affected by a number of other considerations. British Railways have found that their turnover in certain parts of the provinces is considerably lower than in London. Other reasons why women are apt to leave a job include a change in the reasons why they started work, whether for extra cash, social contacts, or something to do.

The DSIR team at Peck Frean found that part-time workers had a higher turnover than full-time workers. In an effort to examine the question in greater detail, a history of 100 women engaged at

the beginning of 1955 was made.

Of the 100, 25 did not start work, 40 left within three months, and another 17 within six months, leaving only 18 out of the original 100. Many of those who left were interviewed in their homes. Out of the replies, it soon became obvious that they had not left for domestic reasons, as practically every one had moved on to another job.

More work all the way round

No reasons could be given why there should be such a huge wastage in a firm which offered a wide variety of starting and finishing times. But it was also apparent that once the first six months has passed, there was a distinct possibility that the employee would settle down for a long time.

The employment of large numbers of women provides management with extra problems of organization, training and control. Administratively it means more interviewing, paper work

and medical examinations, and higher national insurance contributions. Peck Frean's endeavour to work at full pressure despite the unco-ordinated shift work which adds to production planning and control difficulties. Broken shift working can mean little continuity in production, personnel policy, utilization of machines, and the danger of an increase in mistakes.

For the production supervisors, there are innumerable headaches in trying to organize a department where only one in eight works throughout the day. An incomplete labour force assembles at 7.30 followed by a part-time shift at 9.30. Many of those who started at 7.30 do not re-appear after the mid-day break, and their places are partly filled by those starting at 1.30, with an evening shift starting at 5.45. A high absentee rate also means that supervision has to improvise rapidly if it reaches a higher figure than was anticipated. This means switching women from job to job, and from experience, this has never gone down too well.

In some departments, agreements have been made about job transfers, and where it is carried out on a rota basis, it is accepted. In other departments, the 'last in, first out' policy is followed. Experience has helped Peek Frean's to overcome the worst difficulties, and each shift is organized to work as a separate unit. But the problem of many shifts and a high turnover remains.

Allowing for different working times

In many respects this kind of problem presents the biggest challenge to traditional management attitudes and practices. Employers can anticipate absenteeism to a point, but it invariably puts a great strain on management trying to deal with a labour force that to all intents and purposes has been granted the freedom to work when it likes.

Although women carry out most jobs, several call for a high degree of skill and training, and where the turnover and absenteeism rate is high, there is little incentive to spend the necessary money. This problem is not so serious for Peek Frean because the work does not require a high standard of training. But at other factories the problem is a real one. Kodak's of Hemel Hempstead, the colour processing division of the group, have adopted a very flexible labour policy in a supreme effort to meet the requirements of trained women workers living in a rapidly expanding new town. In addition to their evening shift, now well organized and commanding special bonus money after one year (90 per cent of the women return each year) they allow women workers to start at different times to suit individual requirements, and this is proving highly successful. The firm, however, does not permit early leaving as this interferes too much with the flow of work - especially strong in the summer and autumn. Where industrial training is required, and where full-time working is not a feasible proposition for married women, more and more firms are adopting the idea of special shifts where some of the fruits of past training can be employed.

One overriding problem that has to be solved is that of satisfactory first impressions. Because first impressions are so vital, the need for

good induction courses and early training is essential. What figures there are available suggest that if employers can hold on to their women workers for six months, the majority will settle in and become useful members of the staff. The immediate problem facing management, therefore, is to isolate the reasons why people leave so early. The DSIR team did in fact examine this aspect, but the replies given by some of the women did not prove to be very enlightening. On the other hand, they do help to show the many complex and interwoven considerations that have their effect.

Personal pressures and feelings entered the calculations, and many of the reasons given were so obscure that it soon became obvious that the causes were not classifiable. One leaver pinpointed a row with a supervisor as the 'last straw,' but it was obvious that a change in family circumstances, a misunderstanding over pension rights and a change in her job had all their effects.

Improved induction courses can solve many of these 'teething' troubles. They can give the new worker a good idea of what they are expected to do, where the job is situated, welfare and canteen facilities on the job, net pay, holidays, pension rights, bonus and immediate prospects.

So often people say disappointment over promises that were never fulfilled or clearly explained is why they are leaving. If some way were found of introducing all would-be newcomers to the firm which resulted in less initial turnover, it would be money well spent.

The employment of large numbers of women also presents management and trade unions with a number of industrial relations problems. A woman's casual attitude to her job is undoubtedly one of the reasons why greater progress has not been made towards equal pay. A trade union officer naturally says the poor state of trade union organization is another. At the moment approximately one in six of employed women are in a trade union, but recruitment is slow and difficult for precisely the same reasons which present management with their problems - the rather casual attitude of most women workers to their jobs.

Between 1947 and 1961 women engineering workers managed to take

their proportion of men's weekly rates of pay up from 70.7 to 81 per cent, followed by match manufacture which was up from 64 to 73.9. No other group of workers showed any such increases. The majority were up by only 2 or 3 per cent. Until such time as the idea that women cost industry more than men workers is disproved, employers will obviously continue to differentiate between the two sexes.

The majority of women are also more interested in shorter hours, holidays and improved working conditions than in wages and earnings. This reveals a wide gulf between the views of male and female industrial workers. In a factory where the skilled work is shared, the need for overtime can bring its own disagreements. This is one difference in emphasis that is immensely difficult for either management or the trade unions to bridge.

Cinderellas of the trade unions

Employers are instinctively against having too many special shifts where this affects normal factory organization and production. The trade unions, too, are still basically a 'man's world.' There are very few full-time women trade union officials, and even where these have been appointed, their work is not always clearly defined. If the majority of women cause difficulties by their passing interest in their work and the trade unions, so far the trade unions have not shown any systematic interest in this largely unorganized group. Some of our most militant unions keep women out altogether; others do not regard women as their prime responsibility. Consequently, despite frequent calls for increased membership, there have been few recruiting drives specifically aimed at enrolling women workers.

The lack of suitable joint negotiating machinery for female labour frequently arises from this lack of industrial organization. In practice it means there is little direct contact between management and the staff, with all this means in terms of industrial relations, dissatisfaction and high turnover.

Perhaps this is one problem which is worthy of much more attention from management on both sides of industry.

END

Business Men of Affairs

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show them to be deeply involved**

The Business Research Unit Survey

EXECUTIVES are not treading on each other's toes in the rush for aldermanic honours, nor are they overwhelming the nation's youth with proffers of leadership; but they are by no means reluctant to assume social responsibilities. In relation to their numbers, they make a disproportionately good contribution. This about sums up the survey of their public activities BUSINESS has just made.

In the past great business families such as the Chamberlains in Birmingham and the Wills in Bristol were notable for their work in local affairs, while the Quaker families are everywhere famous. This lead was backed by a strongly public-spirited element in the middle class - often described as the backbone of the nation. But nowadays, the situation is sometimes supposed to be different. Private charity has acquired a bad odour and the Welfare State has nationalized it. Proletarian politics has seeped into the local authorities at the same time as these were losing much of their former responsibility and prestige. The prospect was discouraging to the type of man with

administrative experience who was conscious of a duty to the community and would gladly have fulfilled it by offering the service of his talents but who naturally wanted to feel that his time would be well spent.

Besides these influences the stresses and strains of modern industrial life have bitten deep into old obligations. Only exceptional people have time and energy to spare.

In London, for many thousands, commuting knocks the organized twenty-four hours quite out of shape. Distance makes other differences. Separation by many miles of domestic from professional responsibilities makes nonsense of community involvements based upon geography. With a life so divided a man cannot easily pursue serious interests in either half. The Martini belt is his home and playground; London is his workshop; he is not so committed in either as to concern himself with its affairs. Change the names to Altrincham and Manchester or Ilkley and Bradford, and the same applies in the provinces.

In America the situation is similar. William H. Whyte, in his book *The*

Organization Man, comments upon the mental submergence of the average big company executive in his work and adds: "Civic work? They don't particularly like it. Rightly or wrongly, most of them consider it a diffusion of energy, and only those who see a clear relationship between civic work and their careers perform it with any enthusiasm." Yet there are American companies that encourage their executives to participate in local affairs for the sake of public relations.

For all these reasons it has sometimes been suspected that the middle classes were withdrawing back upon themselves and leaving to others the conduct of the nation's community life. But close examination so often upsets loose generalizations such as this that an enquiry seemed worth while.

This could have been undertaken from either of two angles. First, we could have written to local authorities and asked for lists of their members. But there would have been serious objections. Many important activities in the community have no connection whatever with local poli-

tics and their leaders appear on no official lists. Often it is the most informal work that goes nearest to the roots. Apart from this, the data provided are sometimes difficult to interpret. The primary school headmaster's wife, for instance, and the manager of a suburban store, may be on the same floor level in England's multi-storied social system but they are certainly in different wings. What standard of comparison are we to apply? The news vendor with a sweet shop who was influential in one borough education committee - all credit to him; but what is his status and how does he rank? In one fairly mixed London borough it was possible on a somewhat vague classification to estimate that one third of the council members were either business executives or professional men, but this was hardly satisfactory.

To start from the other end was more promising. We wrote to a thousand readers of BUSINESS chosen at random asking them to co-operate by telling us of their own activities,

if any. Some three hundred replied to a questionnaire, many of them with such obvious care and such useful comments as both to show their own deep concern with the subject and to evoke our own warm gratitude for their trouble. Unfortunately, a few omitted some of the details that would have helped to enrich the information given.

Readers were asked to state their positions in their firms, their age and salary groups and the kind of education they had received. The questionnaire was divided into four sections dealing with local affairs, sport, religion, social service and politics. A list of possible motives was added that could be ticked or crossed out.

As usual in human affairs, the motives were of particular interest and, also as usual, they were mixed; too mixed and too specialized to provide good statistics. But, the influence of the factors already noted was marked. In the space for 'further comments and remarks' were phrases such as these:

I spend three hours daily in travelling.

Previously a Scouter, I gave it up because pressure of work prevented me guaranteeing regular attendance. Active participation demands regular allocation of time and this is difficult in executive positions. At senior levels time can usually be made flexible to facilitate a useful contribution being made.

Owing to lack of good executive staff I have no time.

Public activities upset the balance between business and domestic life. The standard of local politics would be higher if not so dependent on part-time amateurs.

My office is in the City, local affairs committees are held on weekdays at Chelmsford.

I live at a distance from work and am therefore divorced from local affairs.

Some delegate this kind of responsibility to their wives, like the man who wrote: "My wife spends

Activities of different age and salary groups (Percentages)

	Top salary (over £3000) top age (over 50)	Top salary middle age (35 to 49)	Middle salary (£1500 to £2999) top age	Middle salary middle age	Middle salary low age (under 35)	Low salary under £1500) top age	Low salary middle age	Low salary low age
Have stood as L.A. candidate	18.7	8.6	6.6	5.3	3.1	12.5 <small>(This group numbers only 8)</small>	6.2	8.7
Members of sports club	53.1	48.5	71.1	64.5	71.9	5.0	56.2	43.5
Have held office in church	21.8	22.8	37.7	20.4	28.1	12.5	43.7	21.7
Paid up members of political party	46.7	31.4	53.3	37.6	50	25	34.4	8.7
Members of charity committee	40.6	34.2	53.3	22.6	25	38.5	21.8	17.4
Youth organization leader	9.4	8.5	15.5	9.6	9.3	25	6.2	17.4

a lot of time on public affairs and there is a limit to what one family can do."

Some said that business and politics do not mix and some dislike the atmosphere of local affairs and politics. For example:

After considerable experience of party politics I was disillusioned.

I dislike politics. Few politicians are honest and if they were they would not be elected.

Local government affairs are run largely by people with interests at stake, for instance the local builder, solicitor and estate agent.

Local authorities have not enough authority to justify involvement.

One man commented that his religious convictions deterred him from mixing with the kind of people who participate in community activities. Yet on the whole it is not for cynical reasons that men withhold themselves. Hard work, lack of time and other interests were uppermost in the replies.

Others gave reasons, not for keeping clear, but for being unable to do more. A few very energetic persons seem to do pretty well everything. They are on the borough council and charitable committees, active in politics, church officials and sportsmen all at the same time. A number commented that the questionnaire was not exhaustive enough since it failed to include the Territorial Army, Civil Defence, educational enterprise and trade associations, all of which are vitally important services to the community. A number of replies added these to the list of activities given and if they had been included in the questionnaire there might have been more still.

Of the positive motives, the sense of duty and personal liking for community activities jostled together with the desire to make friends and often all three were ticked. In any case, who is to decide whether it is better to be the kind of person who likes serving his fellow men or the kind who feels a duty towards them? Ultimately, they probably boil down to the same.

When analysed and classified the answers reveal a kaleidoscopic pat-

tern. Readers were asked to state whether they belonged to the income groups above £3,000, between that and £1,500 or below £1,500. They were classified into age groups at 35 and 50 and into their types of education (fee-paying schools, grammar schools, technical colleges and universities).

Only 12 per cent of the total do not vote at all in local government elections. Either businessmen must be markedly more conscientious in this respect than the rest of the population or else their voting must be spasmodic and occasional for the proportion claiming to vote is much higher than that of the electorate as a whole normally turning up at the polling booths (about 40 per cent). There were 32 replies from men both above the top salary level and in the top age group. Six of these (18.75 per cent) have at some time stood as a candidate for a local authority. Surprisingly (but is it really so surprising?) when we come down the age ladder we find 35 men in the middle age group earning over £3,000 of whom only three (8.5 per cent), or less than half as many, have ever stood. It looks as if the younger men are still finding life too much of a struggle to enable them to participate, but as they pass the fifty mark life becomes easier. In the high age group although men educated at fee-

paying (which usually means 'public') schools were only one-third of the sample they provided two-thirds of the candidates. In the middle age group they were 16 out of 35 (more than half) but provided no candidates at all.

In these and in all the other age and salary groups men trained at technical colleges showed singularly little active interest in local authority work. Out of the whole 300, there were 45 of these but only one of them had ever stood as a candidate, a negligible proportion. Yet as members of committees of philanthropic organizations and as youth club leaders they do far better than anybody else. As churchmen they do outstandingly well since 31 per cent of them have been officials of their churches, which easily beats the ex-grammar school boys (26.6 per cent) and fairly puts the old school tie to shame.

Generally speaking, interest in local affairs lessens with the lower salary and age group. But undoubtedly the public school interest tends towards politics of one kind or another all the way through. Take for instance, the 45 in the high age group at the middle salary level. Twenty-one of them are old public school boys, of whom fifteen are paid-up members of their political party and five are officials of their constituency organ-

Interest in local government: all salary and age groups

(Percentages)

Type of education	Stood as candidate	Elected	Held office	Vote in elections
Fee-paying schools	11.3	7.1	8.4	86.1
Grammar schools	5.4	5.4	7.2	94.6
Technical training	2.2	2.2	4.2	60
University	9.2	9.2	4.3	66

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ization. By contrast, only one-third of the grammar school and technical college boys pay their subscriptions and none of them are officials. The reflections that could be made from this are endless.

What may seem surprising is that with all this political interest so few admitted to being members of such semi-political movements as the United Nations Association. Out of the 300 there were no more than twenty. Evidently, the political interest of the managerial class runs on more conventional lines and it would seem a fair conclusion that marchers, protesters, sit-downers and the like will not find among them much material for a recruiting campaign.

Yet 36 of the 300 give leadership in youth organizations and these are well distributed over the age and salary groups. Considering there are other professions that would seem more likely to cultivate a facility for dealing with young people this is probably an encouraging figure - 12 per cent. Especially is this so since, as some of the comments made on the questionnaire showed, it may not fully account for the numerous executives who run social and sports clubs for their own employees.

In religion the results of the survey coincide fairly well with what observation and the national statistics would lead us to expect. With 87 regular attenders, 150 occasional attenders and 74 past or present office-holders from among the 300, it might seem that the managerial class are the pillars of the churches - and indeed, they are - despite the elasticity of the words 'regular' and 'occasional.' It also coincides with expectation that the topmost in salary should not be the most frequent in attendance. It is in the suburban areas that the churches have the easiest passage. What is rather surprising is that ex-grammar school boys should be definitely more religiously inclined than those from public schools.

Sport is almost universal. Out of the three hundred 181 are members of sports clubs and a large proportion of these are sufficiently keen to have held office in them. There is no point in making a breakdown into different

Next Month's BUSINESS

The Executive at Home

A man's family life may be of vital importance in his personal development and his career.

A consultant psychiatrist writes on the domestic problem.

Are You Paid as Much as the Next Man?

To find out, read our third annual survey of executives' salaries.

Market Research in Europe

G. R. Lambton presents a case history in preparing a continental sales effort.

Machines for the Land

The marketing of agricultural machinery is undergoing important changes.

Donald S. Dark describes the present exhibition.

groups for activity is thoroughly well distributed. The subject is, in any case, peripheral to the present survey since membership of what might very likely be a highly select club could hardly be regarded as a public activity.

Thanks are due to the three hundred who have added one more to the forms demanding their attention and have given all those particulars about themselves. It may be that this in itself introduces something of a bias into the survey since willingness to take the trouble implies an interest.

It could be that the completely uninterested are not represented here at all. The sample may not be quite fair. Yet, even allowing for that possibility, the survey still shows a profound sense of public responsibility among a large and influential element in the management of business and industry. The traditions of the past are not dying as fast as some of the pessimists suppose. Indeed the evidence is that they are flourishing as healthily as ever despite all changes in social conditions.

END

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Although nearer to Glasgow, the Strathleven factory, like that at Cumbernauld, is set in an agricultural environment. Ben Lomond is just visible in the background

New Plants in Green Fields

by Clifford O. Rhodes

FOR Burroughs Machines Limited expansion has meant new birth as well as larger life. With its headquarters at Detroit, the firm at present has 23 factories in the United States, three in Canada, two in France, one in Brazil, and two in Scotland. The Scottish factories have both risen from the green fields since the end of the war in neighbourhoods not previously industrialized. The conquest of their growing pains and teething troubles makes a useful study.

In some respects the problems of an American firm launching out in this way differed from those of British firms. Necessarily the motives were different. From the standpoint of Detroit the question was how to make machines available to countries that could not obtain dollars. To open up in Britain would give access to the entire sterling area. Much more was involved than a simple expansion of capacity.

For the same reason the financial problem was different. There was no

point in a great capital raising operation in the City. The dollar difficulty would have been the same as it was for their customers. American resources were brought in to back the British subsidiary. Interest-free credits were made available that at one time totalled \$7 million. Ultimately this has all to be repaid; in the meanwhile profits have been steadily ploughed back to the tune of £6 million during a period of twelve years. On this basis specialized American machinery was shipped across

Building new factories raises questions of finance, organization, recruitment and co-operation with the authorities. This firm went to Scotland and answered them successfully twice over

the Atlantic. For machinery capable of being manufactured here, patterns were sent over for the use of British engineering firms who from them produced machine tools that gave the utmost satisfaction.

In 1949, the firm, under official guidance, committed itself to the first of the two factories which was to be in a building originally planned speculatively by the Government itself in Strathleven, a few miles out of Glasgow, comprising 150,000 square feet.

Here the firm came into easy partnership with the Estates Management Corporation for Scotland who, acting for the Board of Trade, administered the Distribution of Industry Act of 1945 and now the Local Employment Act of 1960. What are the activities of this organization? First, its object is to implement the national policy of diversifying industry so that highly populated regions such as Glasgow shall not have all their eggs in one basket. In all, it now runs 21 industrial estates well distributed over the country. Light industry, in particular, is encouraged as a counterweight to shipbuilding and heavy engineering.

Since the war it has spent £25 millions of the nation's money, mainly on building the shells of new factories that are available on a standard twenty-year lease to firms willing to use them for production. Approval would not be given, for instance, for the use of these buildings as warehouses since that would not create new employment. Small firms are as welcome as large and may find useful amenities such as central canteens and, even, central heating carried from a kind of communal boiler house to all the factories in the immediate vicinity. Scottish Industrial Estates also have the know-how to assist firms in their dealings with government departments and local

authorities. Burroughs is exactly the kind of firm they try to encourage.

At Strathleven the Burroughs management had its own problems. In battling with them Scottish Industrial Estates were valuable allies.

To have planned their own building might have made matters easier. In some instances partition walls were ill-placed to suit the flow of production. Roofs could with advantage have been higher. These difficulties were not insuperable. More important was that of housing requirements. In cases such as this the Scottish Special Housing Association will make houses available for no more than 2 per cent of the total employees, these being intended for key workers who are needed to live nearby. With a good supply of local labour this was not a major problem. The trouble was that of finding in an area of heavy industry personnel suitable for this type of work. Men would not be bashing rivets into the sides of battleships but handling delicate machinery requiring the precision of watches.

Training raw recruits

No trained nucleus was available. The Nottingham factory was devoted mainly to assembly. Strathleven was to manufacture all the way from the raw material to the finished product. There was nothing for it but to start from scratch with labour as green as the surrounding fields. While the plant was being installed some dozen technicians were brought over for a year from the American factories. Old premises were rented and a score of raw recruits taken on. These were taught the basic processes by the Americans with components that were also sent from across the Atlantic. From the twenty were picked men capable of taking positions of leadership when the rush came.

Within twelve months of starting

production there were 500 employees. Except for a few trained specialists and personnel staff all were inexperienced and all started on exactly the same level. None were promised supervisory posts. The idea was that they should sort themselves out as it became clear who could pick up the skills quickly and who showed signs of supervisory qualities. It was at this time that William Cleary, now Factory Manager, came as a draughtsman. The plan worked. Although the turn-over was fairly heavy a sound core of skilled workers gradually came into existence. By the end of the year, fifty machines, the more complicated of them comprising as many as six or eight thousand parts, were coming off the assembly lines every day. In 1953 an adjoining factory of 150,000 square feet was taken over. The project was well launched.

With this experience behind them the firm a few years later were contemplating the second venture. This time the Government directed them to Cumbernauld, situated between the Clyde and the Forth, twelve miles out of Glasgow, where development was then projected under the New Towns Act. Cumbernauld is comparable with places like Stevenage in England but has had the advantage of learning from them. The Corporations governing these new towns are independent legal entities to which certain planning functions are delegated. Cumbernauld Development Corporation, for instance, is separate from the Estates Management Corporation for Scotland.

When Burroughs started thinking about building there in 1956 the plans for what is ultimately to be a town of at least 50,000 population were still at an early stage of formation. Burroughs would be its first big industrial project; too early, almost, to be quite comfortable. The Factory Manager, Alan Hurst, trained

as an engineer, was necessarily anxious to press forward. Immediate production was his watchword. Large sums of money were spent in the early days transporting workers from wherever they could be found.

On the other hand, no more is needed than a quick drive round the new town to appreciate the long-distance foresight and the careful study that are going into making this a model of its kind. G. R. B. MacGill, the General Manager, was trained in the municipal service and thinks in terms of years ahead.

Between these two interests, both perfectly legitimate, arose a need for mutual understanding that is still something to be volatile about. There is no disguising that the first months brought teething troubles that, on recollection, still hurt the gums. The factory was there but the houses were not. That was the crux of the matter.

In advance of agreement on the final overall plans for Cumbernauld, Mr. MacGill met the situation by pushing forward with construction as hard as circumstances would permit. The first house to be let to a Burroughs employee was occupied in March 1958.

There were other special circumstances about the Burroughs establishment.

Normally the Government offers grants towards factory building in these areas. Unfortunately at this time credit was undergoing one of its periodical squeezes, and Burroughs had to go without.

Again, the Development Corporations and the new towns normally build factories themselves. These are then rented. Cumbernauld provides three types. First there is the standard, designed to fulfil the requirements of light industry of anything from 10,000 sq. ft. to 80,000 sq. ft. These are so arranged as to provide ample scope for expansion. Special-purpose factories are built to suit prospective tenants with special needs, while flatted factories, several storeys high, rent space as little as 300 sq. ft. to small industries and service industries. Burroughs built their own factory to their own designs on a 72-acre site.

Promotion policies

Recruitment was again a major question. At an early stage advertisements were put in the local press to test the market. Seventeen hundred replies were received, enough to show the availability. But Cumbernauld was not in the unenviable situation of Strathleven, nearly ten years before. Trained workers did exist. A cadre of thirty was brought out from Nottingham and another of 170 from Strathleven. In the framework so provided the new people could more easily find their place. By July, 1958, a personnel department was in active operation. Still the policy is that promotion should be made from inside and that everybody should have an equal chance. Mr. Hurst reckons that out of every hundred recruited

a good proportion will make the grade and a few will be capable of leadership.

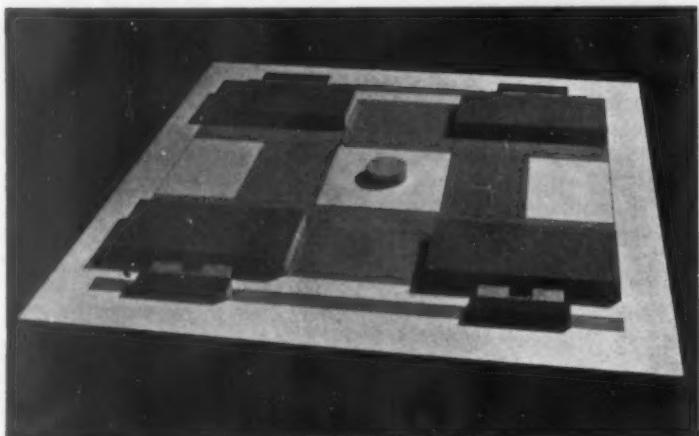
As houses were built in Cumbernauld itself it became the policy to recruit only from there. To do otherwise would have been to defeat the purposes of the new town, which was intended to accommodate overspill from Glasgow. Although the system looks as if designed for delay, conflict and disappointment, it does not cause these frictions in fact. Ideally, the job and the house go together, and candidates are interviewed for both, by representatives of both, at the same time. In practice this works reasonably well.

Inevitably there are people who will plausibly protest their unquenchable longing for a job at Burroughs and then trot off back to the shipyards as soon as they are securely installed in their nice new house. That sort of behaviour has to be accepted as a bit of incurable human nature. In any case, it takes more than a couple of years for a new labour force to settle down and Mr. Hurst is satisfied to notice that a sound core is crystallizing as time passes.

Mr. MacGill believes it to be the more enterprising and the better types of Glaswegian who are applying to come out, and that under their new conditions they will acquire a new self-respect and responsibility that will be to the advantage of industrialists. In the meanwhile Burroughs provides factory conditions second to none and excellent amenities for those who wish to use them. About 2,500 are now employed. But a visitor from outside may be permitted to observe that the chip-on-the-shoulder characteristic of certain elements, product of several generations of not unjustified suspicion, is unlikely to die easily. Between them Mr. MacGill and Mr. Hurst and the other industrialists who come will weave its shroud. More they cannot do.

END

Cumbernauld Development Corporation have produced a factory design that provides for expansion in all directions



**The Duke of Edinburgh's Conference will
be repeated in Canada next year. Promising
young executives from the whole Common-
wealth will meet**

by Donald Murray

Tour for the Tycoons of Tomorrow

THE measure of success achieved by the Duke of Edinburgh's study conference, at Oxford in 1956, can be gauged by Canada's decision to act as host to a similar conference from May 13 to June 6, 1962. But 'success' is hardly the right word. It is too concrete. The true benefits of the Conference are more intangible, less amenable to definition, and take longer to become apparent. The same must apply to this conference, for although the specific problems will be different, the basic theme will remain the same.

That theme is change, "at the speed of a jet plane, not a wheelbarrow." Three aspects of this theme will be studied; the consequences of industrialization as they affect various groups of individuals, as they affect the local or regional community and as they affect the national community with respect to population, distances, and the need for mobility.

There will be about three hundred delegates from Commonwealth countries. "I would not mind being eligible myself," said Sir Miles Thomas, a member of the U.K. steering committee. "This is the chance of a lifetime for those who believe in the future prosperity of British and Commonwealth industry." Although selected from both sides of industry from the nomination of firms or trade unions on their potential merits as the industrial magnates and labour leaders of the future, delegates will represent no one but them-

selves. There will be no such thing as an official delegate. Canada's bi-cultural and bi-lingual character, together with the combination of an expanding industry and an agriculture that is rapidly becoming industrialized, make it ideal as a background to study.

Members will be divided into groups of fourteen, each with a group leader, and retain their group's identity throughout the duration of the conference. They will not labour under a load of speechifying. Apart from the official speech of welcome, to be delivered by the Duke himself, and the last few days spent at Vancouver for the delivery of reports and discussions, the emphasis will be on the practical side.

There will be a collective study of two projects. One is the human consequences of changing transport techniques in one of the world's largest countries and how Canadian industry copes with the problem of distance. The journey west will be made by a special train. The concept of distance will thus be instilled at first hand. Special emphasis will, however, be laid on local transportation with regard to the rapid spread of urban expansion as it affects Toronto in particular. It is hoped to hold informal discussions there with people on the implications of travelling to and from work.

The second study of this type will be concerned with agricultural mechanization. Saskatoon is the centre. The intention

*The Right Hon. Vincent Massey,
past Governor-General of Canada,
is chairman of the Conference*

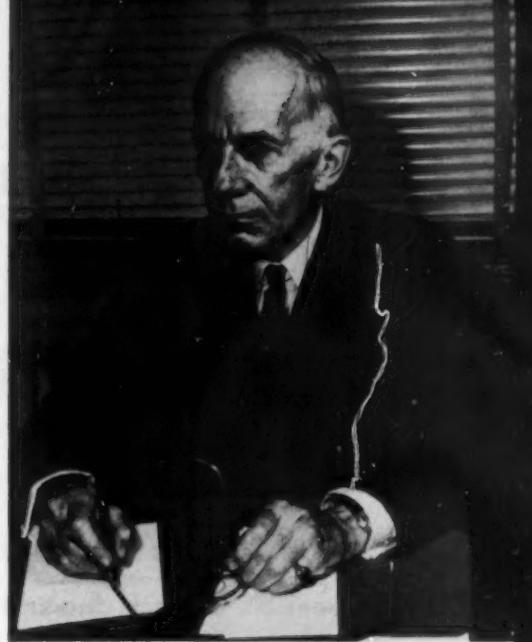
is that each member will have the opportunity of spending a night on a farm in rural Saskatchewan and learning thereby the farmer's view on mechanization. The recent discovery there of extensive reserves of oil and natural gas has rapidly hastened the move towards this mechanization.

It will also be part of the conference's task to instill a measure of 'industrial statesmanship.' A better understanding of the stresses and strains in an industrial community may ultimately produce better and wiser solutions. Perhaps there is no need for new conclusions, only for the application of the old ones.

Many have expressed the opinion that twenty-five days is insufficient even for the application of old conclusions, but Sir Harold Hartley was adamant to the contrary. He cited the dramatic atmosphere during the last few days of the conference at Oxford when the various reports were being presented. People were joined together in what he called "a unity of friendship and purpose."

When asked the question, "What will the conference achieve?", he quoted the Duke of Edinburgh's words that it was not what he felt that was important. What mattered was what the delegates themselves had derived. "It is a fact that all the papers and addresses are going home with every one of them, and whenever they run into difficulties, they'll run through the conference papers to see what they can find." As a West Indian said, "Nothing has made me think and grow up like this conference." There is every hope that Canada can do the same.

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'Outsider'

Scoops the Pool

The Business Executive Job Survey for the third quarter of this year reveals a shock demand for general managers. Even following a successful recruiting drive at the end of last year for executives of this category there are still signs of shortage. This time the demand is for the younger men

by Alan Bartleman

THE surprise element during the last quarter has been the sudden upsurge in the demand for general managers. Throughout the earlier months of this year there has been very little movement in this category, certainly nothing favourable following the brighter spell at the end of 1960. If anything, it had appeared that the 'all-rounder' was gradually slipping into a black period similar to that which the category experienced during the third quarter of last year. But, contrary to expectations, they are back in demand in good style. They are the only job category to have shown an increase in demand during the third quarter of this year when compared with the second quarter and, for good measure, show a startling increase over the third quarter of a year earlier – again dimming any other performance by the remaining job categories.

When considering the second quarter of this year the Business Executive Job Survey emphasized the increased demand for sales executives and suggested that the third quarter's laurels

would go to the research and development men. Judging by the more normal trends in the business executive job cycle, this reasoning is well founded. But it cannot take into account the fluctuations in demand resulting from other than normal industrial influences, e.g., the natural evolution of designing, producing, and selling, which forms the pattern of a boom phase in the job market. For this reason the non-specialist category of general managers is particularly vulnerable to errantry. In this third quarter it can be concluded that all is not well in the ranks of the general managers, even following the recruiting phase at the end of last year. It is obvious that before the scientists are brought in to prepare for a fresh onslaught to pave the way to newer markets a certain amount of reshuffling is going on in the line-up for general managers, particularly at the junior levels.

The research and development men have again taken the hardest knock. Compared with the second quarter, when they experienced a drop in

demand of 13 per cent, the survey for the third quarter reveals a continued decline of similar extent. Their performance over the year does little to add encouragement. Yet with the obvious success of the drive for more sales executives, which was launched during the second quarter, and the interim demand for general managers during the third quarter, it seems certain that the scientists are due for a recovery.

Following the snap demand for

CATEGORY	GENERAL		
	A	B	X
PERIOD			
£3,000 upward	71	75	52
£1,750 - £3,000	47	58	44
£750 - £1,750	91	63	57
TOTALS	209	196	153

Key: A — Quarter ended September 30, 1961

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sales executives during the second quarter the rush for men of this category has ended just as quickly as it started, by comparison with that quarter the third quarter shows a drop in demand of 8 per cent. It is evident that the necessary boost for selling has been quickly achieved. Although inclined to be spasmodic, this category has done quite well when compared over the year. After a slow start in the fourth quarter of 1960 a healthy level of demand has provided an increase of 13 per cent for the yearly figure.

The record for administrators during the third quarter shows a drop in demand of 5 per cent compared with the second quarter but only a slight drop when compared with the third quarter of 1960. A lull in demand for this category can be expected to continue until the new general managers and scientists are brought in and production shifts into a higher gear.

The production men are in virtually the same situation as the 'admin' experts, although with a drop of only 3 per cent this quarter, compared with the second quarter, they are slightly better off. An excellent start to this year has given the category a good performance for the year. Compared with the third quarter of 1960 there has been an increase in demand of 7 per cent – again similar to that of the administrators. Since there is the possibility of a lull before coming back into heavy demand, the production men can expect to remain out of favour for the next few months.

The first quarter of this year was a good time for executives of all categories. Since then the situation

has tightened up and industry has become more selective as to which particular 'executive ingredients' it wants next. Compared with the second quarter the situation shows a decrease in demand of 7 per cent, while the increase over the year is still favourable at 3 per cent up.

The 'all-categories' figures for the three different salary levels show that so far 1961 is proving a bumper year for the top executives. Compared with the second quarter of this year there has now been a rise in demand of 9 per cent during the third quarter. In the two remaining salary brackets there is comparatively little movement. The drop in demand for junior executives which took place in the second quarter now appears to have been checked slightly, but it still appears to be a rough period for the younger man in the specialist field. The middle salary bracket has not registered any appreciable change during the third quarter when compared with the second.

In the highest salary bracket – £3,000 upwards – the great demand is for salesmen. During the second quarter the sales job category hit the jackpot, with the weight of the demand being in the lower salary group. Now, having reinforced the bottom ranks, the sales organizations are after their top men. The production and research and development job categories still show a need for the higher executive, while the demand for top administrators appears to have been answered. The only closed door at this salary level concerns the general managers, this category could be well satisfied with its top men but at the lower levels

the complexion is considerably different. In the middle salary bracket the ranks of the general managers have closed up again and the demands for production and sales experts have shifted slightly for the worse. Only the administrators remain in demand, and with the junior ranks fairly swollen in the other specialist job categories the young administrator must consider himself fortunate – since he is the only one with real promotion chances.

At the £750–£1,750 salary level the young specialist is not in any great demand, particularly in the laboratories and at the drawing-boards. But there is a slight opportunity of promotion for the young scientist, though not to the same scale as the administrators. The hardest hit are the salesmen who, after all, had their golden chance in the second quarter. The biggest grins in this salary bracket are worn by the bright young general managers, even though the opportunities for promotion in this category are not readily apparent.

The outlook for the immediate future is one of a recovery in demand for research and development executives, closely followed by a renewed interest in production men. The sudden sparkle in demand for general managers should fizzle out as quickly as it occurred, with the category getting all the eager young men that it wants. In the last BUSINESS job survey it was suggested that the upward movement in the ranks of the general managers would provide increased opportunities at the lower levels – well, it has happened, and in no uncertain manner.

END

PRODUCTION			SALES AND MARKETING			RESEARCH & DEVELOPMENT			ADMINISTRATION			ALL CATEGORIES		
A	B	X	A	B	X	A	B	X	A	B	X	A	B	X
51	47	28	64	45	34	26	22	14	59	59	15	271	248	143
200	215	187	135	147	122	150	144	149	207	186	146	739	750	648
498	509	487	357	410	337	581	701	718	551	618	594	2,078	2,301	2,193
749	771	702	556	602	493	757	867	881	817	863	755	3,088	3,299	2,984

B – Quarter ended June 30, 1961. X – Quarter ended September 30, 1960



The Package Sells the Product

By Nigel Farrow

Packaging for display must be carefully designed to have the right psychological appeal. Packaging for protection has recently been tackled scientifically and can be integrated with the production process

How does the customer react to your pack? Having to chase the tube-cap down the plug-hole on a cold morning does not endear the toothpaste to the man-in-a-hurry. The packaging is more important than the product

THE packaging industry has never been so thriving as it is today, and it has never been more important that it should continue so to thrive. With an annual turnover of £600 million, it is no longer the interesting experiment of the far-sighted few, or the indulgent luxury of the big and wealthy. It is a vital part of the health and welfare of the whole of British industry.

Today we are concerned with the production of a greater volume of exports, and this will depend upon our ability to deliver goods to overseas markets undamaged and ready for sale. Tomorrow we shall be occupied with competitive selling in a free Europe. British products will be travelling outside the range of their producers' influence, and it will then be up to the package to create its own local sphere of sales influence.

These two requirements spotlight the two distinct activities of the industry: packaging for presentation and packaging for protection. Although there are points where they overlap each other, in order to meet their equal claims for attention it is best to consider them separately.

This is a post-war story, and above all it is the story of the impact of the supermarket. Self-service means that in order to sell his product the manufacturer must satisfy the emotional needs and prejudices of the customer through the medium of the pack. There is no salesman to jockey the housewife into the right frame of mind before she makes the purchase: she goes by what she sees, and not by what she hears. Today her demands are for new standards of hygiene, preservation, portability, ease of storage and aesthetic appeal, and these must not only be attained, but be seen to be attained. As Lord Cornwallis, President of the Packaging Institute, said when opening this year's Packaging Exhibition: "The days of fish in an old piece of newspaper are over. The public demand cleanliness and knowledge of what they are getting."

The trouble is that many manufacturers do not know where to go for advice that would help them meet this demand. The very life and bustle

of the industry appears to an outsider like sheer confusion. It is necessary to explore, one by one, some of the services that are offered in this field.

The manufacturer has two choices before him. Firstly, he could go to one of the big concerns who supply paper, timber, tin, glass or plastics for packaging. Most of them run advisory services that will put their client's product through a variety of consumer and marketing tests, and on the basis of their research advise which form of packaging suits it best. However, this assumes that the manufacturer has already chosen his material, for the paper supplier is hardly likely to advise him that his product would look better in plastic. And so the second choice is the independent packaging consultant. Though this is a very new 'profession,' one consultant told me that having started out as primarily a design house, 35 per cent of their business now was advising on the relative merits of packaging materials.

The consumer is a captive of the packer

To look more closely at the first alternative, I went to see Ray Clarke who runs the Container Acceptance Testing Service for the Glass Manufacturers' Federation. Through this service the proposed pack is submitted to a consumer panel for acceptability of design, its practicality tested by use in the home, and its sales appeal assessed through the measurement of off-take from the shelves of selected self-service shops. All this is done free of charge, but of course the answer will always be in glass.

Clarke claimed that one of his tests showed that 63 per cent of people interviewed would like to buy their foodstuffs packed in glass but they did not have the opportunity. This proved, he said, that the consumer is captive of the packer. But if the packer calls the tune, the consumer pays the piper. A recognition of this is the Canned Foods Advisory Bureau, which is sponsored by the Metal Box Company. Information flows both ways through this bureau.

Here any woman can attend cook-

ing demonstrations or talks on organized shopping and storage. In return Miss McNab, who runs the bureau, hears users' complaints at first hand: the instructions are not printed clearly enough, the key opener crumples with the tin half open, or the tin contains too little or too much for an average meal. Complaints which arise from a hurried or careless usage of the container can be ironed out on the spot, while others which are the result of a genuine fault in construction can be passed back to the manufacturer. Thus the clients of the Metal Box have a more personal contact with their customers than through the paraphernalia of marketing tests.

These two services link the consumer, the packer and the manufacturer in various ways and combinations, but both have a common object - the design of a better pack. One of the attractions of the independent consultant is that he can give an unbiased judgment between the better glass pack and the better tin pack, but the main advantage is that he can go in for a greater degree of specialization. The majority of these agencies are concerned with the design and presentation of the pack, and this is how James Pilditch of the Package Design Associates described the importance of his work: "The product has become more and more identified with the image created by the package. Mass production and standardization mean that there is only a marginal difference between rival products. Therefore the package must seize on the essential personality of its contents and display it in such a way that it stands out amongst its competitors. If a soap-flake manufacturer is offering bigger and better value for money, then his package must look bigger and better than that of its neighbour on the supermarket shelf. On the other hand, exclusive perfumes are packed in minute containers so that the customer feels that in paying so much for so little she must be getting something better than eau-de-cologne, which now can be bought by the pint in Woolworths."

Not only the personality of the

product, but the personality of the prospective buyer must be taken into account. When the product is for export this creates an interesting problem of presenting it in a way that keeps its essentially British personality, and yet attracts the non-British buyer. The Package Design Associates were faced with this when they were commissioned to design a can for Simond's Milk Stout to be sold in the West Indies.

Because of the sunny nature of the Caribbean they determined that an important factor was the use of bright, attractive colours. Moreover a high rate of illiteracy called for a fast, simple means of recognition. These requirements were both satisfied by centring the design upon a bright red hop-leaf. As this is the Simond's trademark it not only ties in with other forms of company promotion, but clearly links it with the old traditions of the brewing industry. The remainder of the can was cool blue and white. This reflects both the coolness of the product when chilled - an essential idea to put across in a hot climate - and also throws into relief the strong identity symbol, thus avoiding confusion with any other beer can or label on the market.

However, this concern for the individual personality of the product is far from being always upheld. In many cases the more competitive the product, the more similar the package. Whatever brand of cereal the customer buys he is confronted with absurd Disneyland characters who grimace and gabble all over his breakfast table. Every soap detergent seems to bear a synonym for sludge on a red, white and blue background. In the home they are only too obtrusive, but on the shop shelf they cancel each other out in a meaningless mess of colours and faces. To this Pilditch replied: "It's true that such manufacturers are on a roundabout that they can't get off. There's still a feeling that if you make everything bright red, everyone will see it. They don't seem to realise that it's no good the shopper seeing things if he doesn't like what he sees."

What does the customer see? Several intriguing instruments have

been designed to answer this question by measuring the visual response to a package. Much of the experimental work on these instruments has been done in France, but at Marplan Ltd. I was able to see the first of them to be used in this country. One already on the job is the tachistoscope, which displays packages for controlled periods from 1/100th of a second up to 3 seconds. Each time the package is displayed for a little longer and the viewer is asked to describe what he sees, and guess what the product is. Thus it is possible to find out what elements of the pack come across first. From this it can be determined which combination of colours impress themselves quickest, or at what speed of exposure the brand name becomes discernible.

Cake mixes or soap powders

An example of the use of this kind of information was quoted to me by Alan Williams, Marplan's expert on consumer psychology, who found that at first glance many cake mixes packed in cardboard cartons were being confused with soap powders. Other instruments in use now or in the near future are the eye-camera, which records how long the customer's eye rests on any given point in a shelf display, and the angle meter and the distance meter, which gauge at what angle or distance a brand name or design can be recognized.

From this it can be seen that a manufacturer by selecting several agencies can find out the individual merits of every kind of packaging material and every design of package. All the arts of science and psychology are there to reconstruct the mental and physical reactions of the customer before she reaches for the package on the shelf. All this activity is certainly producing better packs. The plastics family grows every minute. Its favourite son, the cheap and multi-purpose polythene, has gained a string of cousins with unpronounceable names: polypropylene, polystyrene, polyethylene. Containers made in these materials dispense their contents with an easy squeezing or squirting action rather than having

to be bullied by shaking and banging. But the parvenues have far from ousted the old and traditional industries. The sales of glass have risen 43 per cent in the last ten years, and more timber is used in packaging than in any other industry but the furniture trade.

Lightness, transparency, ease of opening and visual appeal - all these elements can be found in the good modern pack. They are qualities that are no more than necessary, for by continual usage in the home the package penetrates the customer's sub-conscious in a way that is denied to the advertisement. It is a position at once privileged and vulnerable. The bleary-eyed early riser appreciates the toothpaste dispenser which squirts the toothpaste on to the brush and does not send him chasing down the plughole after the cap, and the irritation of washing up is decreased by a plastic container which cannot degenerate into soggy cardboard. In these cases it is the quality of the pack, and not its contents, which will determine whether the consumer re-orders the product.

The 'protection' side of the industry is an old process faced with new problems. The provision of adequate protection is as old as the 1601 Act of Assurance used among Merchants, which was the declaration of war on the transport hazard. But though there are now more reliable means of conveyance than the Elizabethan sailing ships, goods travelling overseas are open to rough handling in transit, rust, corrosion, and other deterioration due to climatic conditions.

It was not until the last war that a planned, scientific approach was made to these problems. At that time our national survival depended on the safe delivery of the expensive and complex machinery of battle. This led to specification and research into packaging materials. The advantages of rubber were compared to those of tin or timber, or the latest experimental material; their flexibility, tensile strength and absorbent qualities measured and logged.

Though the last 20 years have brought new materials for protective

packaging, they have also brought, in the form of automated production lines, the need for change in the process of their application. Production and packaging can no longer be thought of as separate activities, for the packaging of the goods must be smoothly and efficiently integrated into the whole manufacturing process. In fact the two considerations have already merged by the time the product leaves the drawing board. For the increase in freight costs means that every effort must be made to reduce shipping measurement, and thus the packaging engineer is now called in at design stage to consider product in relation to ease of packing.

It was significant that the awards of the European Packaging Federation at the recent Packaging Exhibition went not only to the glossy and gimmicky packages but to those which displayed "correlation of packaging with production line, stores, and despatch." This quotation is from the citation of an award to a Philips pack. To find out how a firm handling delicate equipment tackles its packaging problems, I went to see James McGill, Materials Handling and Packaging Advisor to the Philips Group.

Though a man who has specialized in packaging for many years, he lays emphasis on the fact that it is not a self-sufficient science: "No one man can do it all. My job is primarily one of liaison; bridging the gap between the technical side who produce the article and the commercial side who sell it. I am placed at the centre of a network of committees who report on the various aspects and activities of the pack, and the art is to know where to go to get the necessary specialized, on-the-spot information, and then what use to make of it when you've got it."

Each factory has a technical committee on which everyone concerned is represented: those who produce the article, those responsible for the technical efficiency of the pack, the commercial and publicity people who are responsible for its appearance and ease of handling, the work study experts who ensure that there are no bottlenecks at the packaging stage,



*Lightness, colour,
ease of handling: these are
the qualities of a good pack*

and finally the stores man who must know what he is going to receive. Reports from all these committees flood into McGill's office. With these in mind he may order special investigations into such problems as the number of breakages in a given area, the stage at which the breakage occurred, and what was the cost in repairs and replacements.

The trend for tomorrow

He then has to gauge whether the cost of reducing the transport hazard outweighs the cost of replacing damaged articles, for he told me that it was as easy to overpack as to underpack. "There is no point in elaborately packing a dozen eggs if the packaging adds a penny to the price of the egg and the 'hazard' only takes a toll of one egg in a dozen. Then you've spent a shilling to save yourself sixpence. The same principle applies here. I look at a breakdown of complaints where damage has been done and consider what is the overall cost. If I can achieve 100 per cent no breakages by spending that money on improved packaging, so much the better. But the margin of difference is small, and I must always aim at 100 per cent success." In this system the packaging expert is a skilled entrepreneur, drawing upon the experience of those immediately

concerned, assessing and processing it until he has teased out the necessary answers.

So the two different sides of packaging, protection and presentation, though dissimilar in their techniques, are alike in their trend towards segmentation under a centralized control. Different agencies cover different aspects of pack presentation in the same way that the responsibility for protection and conveyance of goods is departmentalized in a big concern. If these different activities can be co-ordinated this increasing amount of specialization should pay off in terms of a better pack.

Upon the Institute of Packaging, with its emphasis on contact and co-operation within the industry, falls the responsibility of making the men of packaging self-conscious about their important role for tomorrow. By joining the Western Hemisphere Exports Council and the newly-formed Exports Council for Europe, it demonstrates that packaging is now one of the things by which our chances of success in overseas trade and the Common Market stand or fall. "Which Consideration," as the 1601 Act of Assurance tells both the first and second Elizabethans, "is now the more requisite, because Trade and Traffic is not at this present time so open as other Times it hath been."

END



No meritons

A FILM about industrial relations was being screened. The sound track was in French - often the highly colloquial French of the factory floor. At the end, a German-speaking lecturer initiated a discussion on the issues raised by the film. Out of deference to me as an observer, the class of nearly 80 students from 22 different countries presented their arguments in English.

Herein lies the key to the whole teaching approach of the European Institute of Business Administration - the deliberate destruction, or rather disregard, of nationalistic barriers, particularly linguistic ones. The official languages of the Institute are German, French and English, and the staff may lecture in whichever tongue they choose. Students must likewise be prepared to discuss management problems in any one of the three.

INSEAD (the initials are drawn from the French version of the Institute's title), which is just entering the third academic year of its existence, temporarily occupies rather exotic accommodation. Part of the school operates from the Louis XV wing of the Palace of Fontainebleau near Paris and the remainder from part of a nearby monastery. Monastic standards are not enforced, however, and since the course lasts a full academic year, most married students bring their wives to live in

digs at Fontainebleau with them.

What precisely is INSEAD? The foundation of the Institute represented an attempt to provide Europe with a centre of management teaching equivalent to America's Harvard Business School. Harvard is avowedly the Institute's model, and continues to provide substantial moral and material assistance for its European counterpart. The initiative behind INSEAD's inception was essentially European, however.

by Tony Burgess

The aims of the Institute are two-fold. In the words of its director, Olivier Giscard d'Estaing, himself a graduate of Harvard and brother of the French Secretary of State for Finance: "The first aim is to help university graduates adapt themselves to business problems and business life. We hope to teach them to avoid mistakes at the beginning of their careers, and to make the best use of their specialist qualifications right from the outset. We do this by developing in them business habits and business methods of thought, and by putting emphasis on the analysis of business problems, leading to the making of logical decisions.

"The second aim is to develop a new European business community. We hope to teach them to view business problems from a European, not a nationalistic, point of view. We hope that our graduates will have an understanding of the climate of business opinion and business psychology in European countries other than their own, and that in later years they will be able to deal sympathetically and with complete equality with executives from all over Europe. This means not only being able to express himself clearly in the other fellow's language, but also understanding how his mind works."

Although the students are made to work long and hard at a tough course of eminently practical business studies, it is perhaps the second aim which receives the greater emphasis in the organization of the school. Certainly it is the intention to promote international co-operation with a vigour equal to that applied to the teaching of business acumen.

This year students have come to INSEAD not only from all over Europe, but from all over the world. America, well endowed though it is with centres of business teaching at home, is well represented. A significant disappointment was the fact that I was able to unearth only one British student, although our representation has been slightly stronger in the previous two years.

Europe now has its equivalent of the Harvard Business School. The aim is to turn out good Europeans as well as good businessmen. But British recognition is still sadly lacking.

Among Europe's Future Leaders?

Unmarried students are housed in two halls of residence, where two- or three-bedded rooms are deliberately shared on a basis of mixed nationalities. Great emphasis is placed in the study programme on the solution of set business problems by small groups of seven or eight students working as a team. Here once again the nationalities are deliberately and haphazardly mixed, and discussion switches rapidly and, to insular English ears, disconcertingly, from one language to another.

Perhaps the best illustration of the success of this multi-national approach is provided by the number of INSEAD students who return to their own countries at the end of term not only at least tri-lingual and bearing a diploma based on their understanding of European business organization, but also with a foreign wife whom they have met during their year at Fontainebleau.

The average age of students is twenty-five, and the course is primarily designed for the immediate post-graduate. Older students are enrolled, however, and five years' business experience would be accepted in lieu of a degree. Recruitment is normally made through universities.

The Institute has received financial support from various European business organizations and official bodies, and the student is charged only about one-third of the actual

cost of his course. His share amounts to about £500, and includes tuition, board and lodging for the year, and a European study tour to round off the course. Five-year loans are available to students unable to meet the full cost at the outset, and certain limited scholarships are also presented.

There is no objection to firms sending their trainees to the Institute, although in practice this rarely happens. Most students are paying their own way, and the staff consider this system to be advantageous. After a year at the school, the student is obviously in a better position to make a wise choice of his future employer. Also, moral obligations to remain with a particular firm, which might eventually prove irksome for the individual, are avoided.

Applicants are judged on their academic records and on an assessment of their personalities. The criterion of the selection committees is: "If we were a large business organization, would we take this man on to our staff?" In practice, about fifty per cent of applicants are accepted. Incidentally, students are interviewed by selection committees in their own countries whose recommendation is regarded as final by the Institute. In this way, applicants can be sure of being judged by their own nationally accepted standards.

Essential language qualifications

are fluency in one of the three official tongues of the Institute, a sound knowledge of a second, and a basic knowledge of the third. An intensive language course is provided free by the Institute for three weeks prior to the beginning of the first term, and is available to any otherwise successful applicant who is weak in one or two of the required languages. A language-conscious Englishman could get by if he had done reasonably well in French and German at school, and was prepared to undergo the three weeks' cramming.

The rules of the school lay down that in any one year not more than one-third of the student body may be accepted from any one country. As applications from Frenchmen are obviously the most numerous, a more rigorous standard of selection is applied in their case.

The staff of INSEAD is composed of two parts. There is a permanent cadre with mainly academic background, and a larger section on contracts of limited duration recruited from among practising businessmen. The latter tend to be drawn mainly from the consultancy field, but in addition visiting lectures are also delivered by businessmen in other spheres. All members of staff are specialists in one or other area of business activity, and come from almost as wide a variety of countries as the students themselves. One or

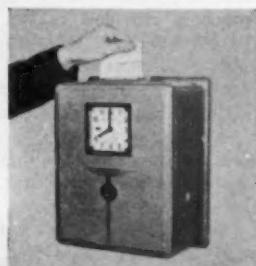


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two former graduates of the school are now beginning to make their appearance on the staff, including one Englishman. Two British directors are currently being appointed to the governing body of the Institute.

The Harvard case method

Teaching, as at Harvard, is based on the case method. This consists of the student being presented with a detailed description of a particular problem which has arisen in a specific firm, and being required to analyze it in detail and, if necessary, provide his own closely reasoned solution. The library of the school contains nearly 500 such cases, often set forth at considerable length, and a student will have worked through about 300 of them by the time his course is finished.

All these cases are completely factual, with at most the identity of the actual firms disguised. New cases are being continually added to the library, and the Institute is always happy to hear from firms who would be willing to co-operate in the preparation of a case. The preparation of new cases occupies a large part of the staff's time.

To show the level of management teaching at the Institute, I was allowed to read through a 48-page 'case' which set out, round by round, the Great Aluminium Battle which hit the headlines in this country a few years ago. Students would be expected to examine critically the actions of the parties, and to be able to discuss all the issues involved, moral as well as financial.

The student's time is divided between lectures on various aspects of management technique, general class discussions, small group discussions - where the real work is probably done - and the individual preparation of essays and reports. There is some weeding out of unsatisfactory students at the end of the first term, and an examination for a diploma at the end of the course. The failure rate for the latter is very low, and a student is judged to a great extent on his work throughout the year.

On leaving the school, the student is encouraged to return to the field in which he obtained his degree - engineering, chemistry, law, or what-have-you. But the wider, less special-

ized outlook gained at the school soon begins to tell, I am assured. He is taught to look ahead for future promotion, rather than for immediate financial benefits, but in practice firms tend to offer INSEAD diplomas salaries 10 to 15 per cent above what they would normally offer to graduate trainees. There is an appointments board at the Institute, and representatives from firms all over Europe come shopping there for fresh blood. An INSEAD graduate is usually in the happy position of being able to pick and choose his future employer.

There is a strong 'old boys' network among past students of the Institute, fostered by the school itself. Former students are encouraged to contact the school for advice on problems which they may meet during the course of their business careers. In the future it is hoped to organize short refresher courses for students after they have had ten or so years' business experience. One day, being an Old Inseadite may be as useful to the European businessman as having attended the right public-school was once to the British man of affairs.

No cash from Britain

The aim of the Institute is to raise the annual intake of students to 200 over the next few years, and eventually to 500. Completely new premises for the school are already on the drawing-board.

But ambitions of this kind require large sums of money for their fulfillment, and a lot of M. Giscard d'Estaing's time is spent on worldwide fund-raising tours. Support from European firms and business organizations has been prompt and generous. The prospectus of the Institute contains a long list of benefactors, and in it are to be found some of the most famous names in European and - significantly - American business.

One thing the list does not contain, however: a single British name, either of a company or of a private individual. British businessmen are often to be heard, in the rosy afterglow of a Chamber of Commerce luncheon, bewailing the lack of first-class management training for young executives on this side of the Atlantic.

But when the opportunity to help remedy the situation is presented, it would seem that they are less willing to part with hard cash than they are to talk.

Maybe British support would be forthcoming if the school were a wholly British one. But the majority of business opinion in this country is backing our entry into the Common Market, so are our future leaders likely to benefit most from training in exclusively British business methods, or in European methods?

Admittedly, the response from the future leaders themselves has not been overwhelming, judging by the few Englishmen who have passed through the school. One reason for this is probably the Briton's congenital fear of trying to express himself in some other fellow's language. But this psychological barrier would almost certainly crumble if other, more material barriers, were removed.

The main problem for most potential British INSEAD students is obviously a financial one. Few young men coming down from university here have £500 plus a year's pocket-money to invest in their own future. And loans notwithstanding, after at least three straitened years of study, the attractions of a salary are almost irresistible. Likewise, few overtaxed parents have the resources to foot further bills for their sons' educations.

Two solutions suggest themselves for ensuring at least a sprinkling of Britons among the top Europeans of tomorrow. One is for British firms to send their most promising executive trainees to INSEAD, and pay their salaries whilst they are there. The disadvantages of this system have already been mentioned, but it would be better than nothing. The other solution is the endowment of scholarships without strings.

From the Middle Ages on, there has been a long tradition in this country of education sponsored by commercial interests. In the past places have been endowed at schools and universities by companies and individual businessmen. So why not now a Joe Bloggs Ltd. bursary available to a British graduate for one year's study at INSEAD? Maybe the recipient would not return to Joe Bloggs, but think of the goodwill which would be built up among the men who are going to matter in Europe.

END

The Government Clouds the Crystal Ball

by Sir Roy Harrod

STUDY of the ups and downs of trade has revealed certain common features, despite the fact that each 'trade cycle' has had characteristics of its own. The period of prosperity is commonly marked by a more rapid rise in capital outlay than in production generally. Good prospects lead to decisions to expand or modernize equipment over a wide field of industry. During this phase, employment and income being good, consumption has no tendency to decline but rather to increase more than usual, so that, good consumer demand being combined with exceptionally good demand on account of capital equipment, the economy as a whole has a decided boost.

Some weakness follows almost inevitably, since there is no justification for sustaining the high rate of capital outlay indefinitely. Employment and income earning therefore weaken somewhat and the rate of increase of consumption may accordingly weaken also. This development may even lead to some firms finding that the enlargement of their capital equipment had been in excess of what is yet required. This may lead to a pause in further orders, and thus to a temporary sub-normal rate of demand on account of capital equipment.

Investigations undertaken some time ago gave the period of the normal British 'trade cycle' as something between seven and ten years. American investigators found a shorter cycle of from three to four years. In the United States this duration appears to have been continued into the post-war period. They have had recessions there, all fairly mild, in 1948-9, 1953-4, 1957-8 and 1960-1.

While there have been changes in the amount of orders for fixed capital equipment, and the American recession of 1957-8 was associated with a very substan-

tial reduction in them, changes in the level of stocks seem to have played a more prominent part there. For instance, in the recent recession (1960-1), if it had not been for the change-over from rather a high figure for the building of stocks to a negative figure, national income as a whole would actually have increased during the period. Of course, one has to look behind the oscillation of stockpiling to its cause. A big downward movement of stocks may be due to a smaller downward movement of other items, such as fixed investment, exports or Government expenditure on goods and services. The 1953-4 recession was largely due to a reduction in defence expenditure after the big post-Korean boom. But in 1960 the operative factor appears to have been a weakness on the side of consumption. Although incomes were rising during the early part of the year, the rise in consumer expenditure was much less than in proportion; indeed 'real' expenditure, viz. the amount of goods and services purchased, rose not at all, and the purchase of goods, as distinct from services, actually fell. Naturally it is the purchase of goods which has the more important effect on the amount of stocks required to be held.

We need not doubt that the mildness of the recent American recessions, compared with those previously experienced, stretching right back into the nineteenth century, has been due to very prompt corrective action taken by the Federal Reserve System in the way of easing or tightening credit.

It might be thought that the pattern displayed in the cycle, despite considerable variations from cycle to cycle, should give business a rather good basis for forecasting what the state of affairs is likely to be in the period immediately ahead. If the authorities responsible

Born 61 years ago, distinguished Oxford economist Sir Roy Harrod has for a long time been known internationally. During the war he was one of Churchill's economic advisers. Since then he has been a member of the United Nations Sub-Commission on Unemployment and Economic Stability and also Economic Adviser to the International Monetary Fund. The friend and biographer of J. M. Keynes, he is, besides that, the author of several other important works on his subject.



for economic policy are known to be likely to take fairly prompt action, that also can be taken into account. But this latter depends on it being the case that the policy-makers direct their actions almost exclusively to ironing out the cycle, as has usually happened in the United States.

Unhappily, in the British case the position is not so simple. In the last decade the British authorities have indeed taken measures both of an expansionist and a restraining kind. But, while they have been influenced to some extent by an assessment of the current state of demand in the economy, they have been substantially influenced by other factors also. This makes the picture rather more confused.

The British authorities have had a wide range of measures at their disposal and these have proved to be very potent. The most important weapons available are changes in the Bank Rate, changes in the rate at which the quantity of money is expanded (or reduced), direct influences on the commercial banks on the amount of advances they extend, leading at times to 'directives' to branch managers, the provision of budget surpluses of very varying amounts – the larger the surplus the more purchasing power is prevented from moving into the stream of demand – hire purchase restrictions, influence upon the rate of capital outlay of the State industries, recommendations to local authorities. Sometimes these measures are used together (in a positive as well as a

negative sense) and constitute what has inelegantly been called a 'package deal.' Accordingly, in order to make a business prognostication of the likely trend of demand in the months ahead, it is necessary to keep a careful watch, not only upon what the Government is actually doing, but also on the motives likely to actuate it in continuing to pursue or modify its policy. And this is rather difficult.

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Business forecasters have to think not only of trade cycle indicators but also of the timing and character of Government remedial measures.

American experience shows that prompt corrective-action by the Government can moderate recessions.

But in this country the Government has gone too far in damping down demand in its attempts to curb inflation.

As a result the economy has run below its full potential with the consequences of increasing unit costs and causing cost-push inflation. Government has defeated its own purposes.

But hostile public opinion may frustrate the 'stop-go' policy and forecasting must take that possibility into account also. Business itself can encourage the moulding of a sound public opinion in this respect.

The Government Clouds the Crystal Ball

continued from page 101

After the war the British economy went forging ahead for a number of years to the full extent to which available shortages permitted. The first substantial recession was in 1952, which may have been partly due to restraining measures undertaken in 1951, but was also due to the fact that there was a general post-Korean recession in the rest of the world, except in the United States which was kept buoyant by its huge defence programme. After 1952 there was a substantial recovery here, leading to what may be called an industrial investment boom in 1954-5. A number of restraining measures were adopted by our authorities in 1955.

Now, from a trade cycle point of view, the object of restraining measures should be to lop off excess demand, i.e., an aggregate demand that exceeds the aggregate supply potential of the economy. It should not be the purpose of these measures to reduce demand below the supply potential of the economy, which would mean reducing production. It is not desirable actually to reduce production; on the contrary, we want the economy to produce as much as it can. But if measures are undertaken to curb demand, it may be inevitable that there should be some temporary perturbation in production. The Americans have a happy phrase for this - 'rolling readjustment.' Such an adjustment ought not to last for very long. If it does, plans for fresh investment, such as may be needed to keep the economy going forward at its full potential for growth, may be unduly restricted.

Outside influences

It seems clear that the British authorities have been influenced by matters extraneous to the purpose of ironing out the trade cycle. The two principal influences of this kind have been (a) to prevent excessive wage demands, and (b) the external balance of payments. The Americans appear to have been much less influenced by these factors. They have not been influenced by the external balance appreciably, except perhaps in 1960. It is thought that they may have pursued a policy in the winter of 1958-9 designed to influence the negotiations that preluded the great steel strike of 1959, and that this policy may have prevented the recovery from the depression of 1957-8 from being as vigorous as was expected.

The British restraining measures of 1955, which were required by the situation, were largely kept on during 1956 and intensified in the second half of 1957. But production began to flatten out during 1956 and later in the year fresh orders in many lines fell below deliveries. It is likely that the restraining measures had already

done their work, from a trade cycle point of view, by the spring or summer of 1956. In the later period of 1958 expansionist measures were undertaken on a wide front and both production and output per person shot up in a most remarkable manner. This upsurge could not possibly be attributed to new resources having become available in those particular months. For nearly three years production had been flat and output per person declining in certain parts of them. Common sense clearly suggests that production and output per person could have been rising more or less regularly through 1956, 1957 and 1958, if only enough demand had been there, so that one would have got a fairly regular curve of increase for four years, instead of flatness for three and a sudden jumping up in 1959.

Causes of inflation

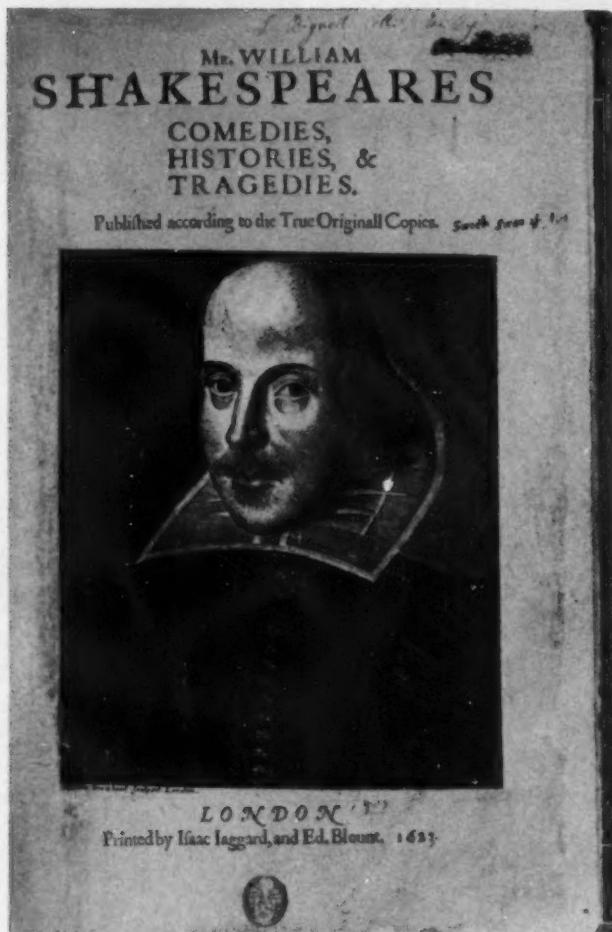
Wages were rising ahead of productivity during the years of flatness, and it seems that the authorities regarded their restraining measures as suitable weapons for curbing wage increases. They may even have taken the occurrence of these wage increases as an infallible symptom of excess demand; but in retrospect we can see clearly that demand was not excessive 1956-8. It is by no means clear that slackness in the economy - unless carried to an extreme point that would be politically unacceptable and economically disastrous - does cause an abatement of wage increases. It is coming more and more to be recognized that excess demand is not the only cause of price inflation, but that there may be a 'cost-push,' even when demand is not excessive. This point is clearly recognized in the authoritative Fourth Report of the Council on Prices, Productivity and Incomes, of which Lord Heyworth has become the chairman. It also appears to be implicit in the Chancellor of the Exchequer's recent proposals (despite the fact that these were accompanied by an untimely damping of demand) that the 'cost-push' problem is one requiring a direct approach. It is probably correct to go even further than saying that damping demand will not suffice to prevent a 'cost-push' inflation; it has become apparent that damping demand, where this causes the economy to run below its full potential, is actually the *cause* of a cost-push inflation. When demand is damped to too low a level, output per person falls in factories and thus unit costs are raised. Furthermore the reduction of turnover increases the oncost due to overheads. It is the actual fact that ex-factory prices rose more during recent years when measures for damping demand were in force than they did in the expansionary period.

Accordingly forecasts of business trends here and now depend inevitably on judgement about how quickly the economic authorities in Britain will be weaned away from the use of measures for curbing demand in order to check inflations of the kind that have their cause solely on the 'cost-push' side.

continued on page 105

BUSINESS

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Photograph taken in the canteen at Mullard's Mitcham Works

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- * They make a full milk-bar service possible — always popular with young workers.
- * Milk, made readily available, is evidence of good working conditions.
- * Everyone appreciates really cool, fresh milk.

EVERYONE PROFITS FROM MILK IN INDUSTRY

The Government Clouds the Crystal Ball

continued from page 102

The external balance of payments has been a still more distracting influence. In 1957 measures of demand restraint, having already been kept in being for too long, were intensified because of a 'sterling crisis.' We now know, and it was indeed fairly evident at the time, that this 'crisis' was not due to any real weakness in our 'true' external balance, which was comparatively good in that year, but to reactions from the devaluation of the French franc and the belief that the German mark would shortly be valued upwards, and to a good deal of wrong information in foreign banking circles about the underlying British position. The extra round of restraining measures, including a 7 per cent Bank Rate, was untimely both from the internal and the 'true' external positions. The Chancellor of the Exchequer at that time, who was supported by two able lieutenants of like mind, expressed views that indicated his belief that the wages problem could be solved by demand deflation. To put the matter a little cynically, the 'sterling crisis' may have been a heaven-sent opportunity to give him face in putting his sincerely held opinions about inflation into effect.

In 1959 a genuine problem in relation to the external balance arose. Manufactured imports began to rise at a rate that was quite out-of-trend. The process went much further in 1960. There has been argument about the cause of this. It seems that only a minor proportion of the upsurge of imports was due to de-restrictions recently undertaken. Probably the best way of summarizing the matter is to say that it was in 1959 that we first felt the full effect of the de-restrictions undertaken over a number of years preceding, combined with conditions abroad allowing foreigners to attempt a full-scale invasion of the British home market. British exports have continued to rise at a moderate rate, but not sufficiently to offset the out-of-trend upsurge of manufactured imports.

It seems that the larger upsurge in 1960 was partly due to stock-piling. It is not yet possible to assess how much of it was so due. We need more prompt and better broken-down figures for stock-piling.

It can be held that it would have been better in the long run to meet the situation by the temporary re-imposition of some import restrictions, allowing exports more time in which to catch up. Since these restrictions would have been justified by G.A.T.T. principles, we did not need to fear retaliation.

It may well be that the Chancellor's measures of demand deflation will, mainly through their influence on imports required for stock-piling, bring the balance of trade to rights for the time being. But this is not a long-term solution.

Thus the unfortunate business forecaster has not only to think of trade cycle indicators, such as an out-of-trend boom in capital outlay or stock holding. He has to think how promptly the Government is likely to take remedial measures, noting that official measures are very potent in influencing business conditions, e.g., in an expansionary sense in the autumn of 1958. More difficult of all, he has to consider what deviations from strict trade cycle policy there are likely to be owing to the distracting influence of the fight against 'wage push' inflation and aberrations in the external balance. The Chancellor's current initiative as regards the wages push has unhappily been undertaken in a way that makes it unlikely to secure early co-operation from both sides of industry. He may accordingly feel it needful to keep things in hand by what, from a strictly trade cycle point of view, is an unduly long and large bout of demand deflation. In this, however, he may in due course be influenced by the development of a public opinion hostile to the 'stop and go' policy. So that in the last resort, business forecasting has to take account of the likely development of public opinion. The only consolation is that business itself can contribute something to the education of public opinion against a 'stop and go' policy that has a retarding effect on investment and economic growth.

END

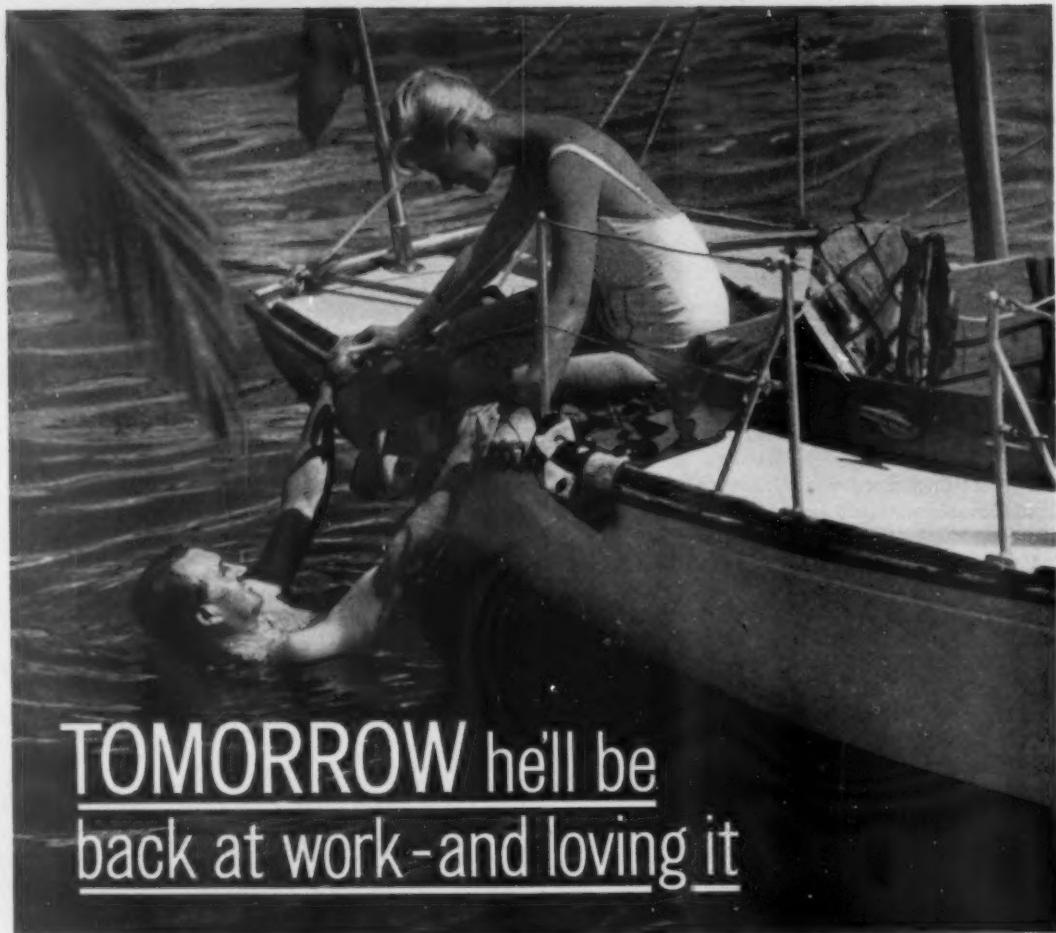
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The table will continue to be amended to reflect changes in current prices, and will appear in BUSINESS periodically.

Year	Con- version Factor	Year	Con- version Factor
1913	= 4.90	1937	= 2.90
1919	= 2.26	1938	= 2.85
1920	= 1.90	1939	= 2.73
1921	= 2.06	1946	= 1.74
1922	= 2.41	1947	= 1.63
1923	= 2.56	1948	= 1.50
1924	= 2.58	1949	= 1.48
1925	= 2.58	1950	= 1.42
1926	= 2.58	1951	= 1.32
1927	= 2.66	1952	= 1.25
1928	= 2.66	1953	= 1.22
1929	= 2.68	1954	= 1.20
1930	= 2.73	1955	= 1.16
1931	= 2.90	1956	= 1.12
1932	= 2.96	1957	= 1.08
1933	= 3.03	1958	= 1.06
1934	= 3.03	1959	= 1.06
1935	= 3.03	1960	= 1.05
1936	= 3.00	1961	= 1.00



TOMORROW he'll be back at work - and loving it

'Men who take responsibility must take a second holiday'—

medical opinion agrees

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This is a summary of the conclusion reached by medical men* concerned with the health of the nation's top management. Their work has convinced them that for men in important positions a second holiday is no luxury. It is an absolute necessity.

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*The Health of Business Executives—Transactions of a One-Day Conference held by the Chest and Heart Association in the Royal Festival Hall, London on 20th Nov. 1969.



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BUSINESS

FRIDAY TO MONDAY

*In the Cairngorms
ski-ing means
peace and beauty
as well as sport.*



To Scotland in the Dark Days

Why go abroad for winter sports
when, north of the Border,
the Cairngorms offer excellent
ski-ing?

by Douglas Crawford

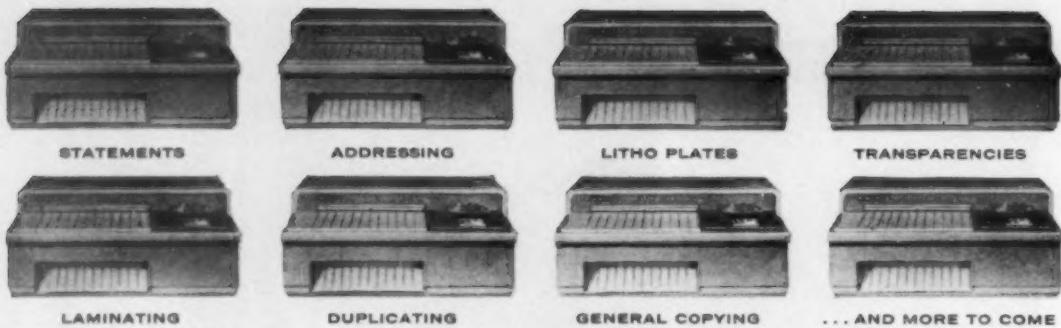
NOVEMBER, 1961

SKI-ING in the Cairngorms, as continental instructors will testify, is excellent. There are three main centres; the Norwegian school at Grantown in the north, the Swiss school at Aviemore, and the Austrian school at Carrbridge. The season is a little shorter than on the Continent, and the snow does not begin to pack into the high coires until Christmas. The sunshine in March and April adds glitter to the sport, and ski-ing is still possible in May on the higher slopes.

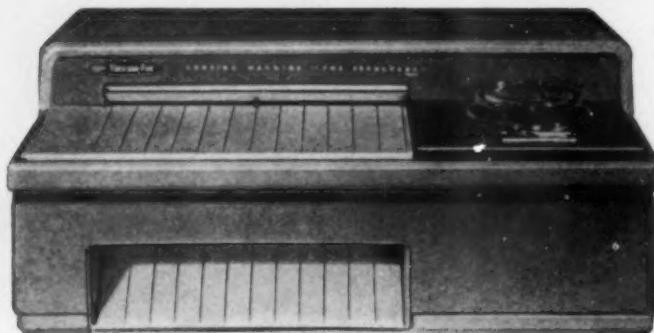
Hotels are there in sufficiency. Perhaps the best known is the one at Nethybridge, whose proprietor, Mr. Hugh Ross, was the pioneer of Scottish ski-ing holidays. Most hotels offer instruction at a slightly increased tariff rate, and for an average of 13 to 14 guineas a week complete facilities are available.

British Railways run a comprehensive programme of car-sleeper services to the area. London to Perth and London to Glasgow are the most favoured routes. A return fare for driver and car is £21, with £7 10s. return for each additional adult. And so it is not such a far

continued on page 109



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BUSINESS

To Scotland in the Dark Days

continued from page 107

cry as it seems from the exigent commercial system of the business world to the freer air and the broader dimensions of the highlands.

New schemes to open up the area are taking shape. £50,000 has been raised to finance an aerial ropeway on steel towers carrying chairs up the glen of the White Lady and a mountain chalet to accommodate 200 people. Three new miles of road are being driven into the Coire Gas to make more accessible the great curve of the Sugar Bowl, one of the finest ski runs in the whole of Scotland. These ventures are not without their attendant dangers. The area is one where the most smiling sunset can be the forerunner of a night's blizzard. The weather can change more quickly than in the Arctic. Last year two walkers were caught by a snow-storm on Braeriach, Britain's largest plateau, where the height is never below 4,000 feet, and their bodies were not found till the following spring. They had lost their way and died of exhaustion. And yet this is hardly an argument for the provision of signposts and shelters, as has been advocated in various quarters. Take away the weeds and the wilderness of the Cairngorms and you take away their very nature. This nature is represented by the challenge of the wildest and most exciting country in Britain.

The high hills will inevitably be brought lower, but "it would be better if the bulldozers were kept on one side of the Cairngorms." Better, too, if a recent newspaper report demanding carefully marked paths and "cafés at strategic points" were not implemented. Those for whom the Cairngorms have meant a sense of peace and for whom skiing has been not only a sport but a thing of beauty as well would consider it unthinkable to build a road through the Lairig Ghru pass with a five-star hotel at the top.

It would be wrong to expect the land of the mountain and the flood to be as highly organized and mechanized as the more fashionable resorts in the Alps and the Tyrol. The problem is the perennial one of how far progress should change the face of nature and man's enjoyment of it. The Nature Conservancy for the area that came into being seven years ago has preserved the old way of things and sanctions new developments only when they can become part of the existing picture and blend with the natural beauties of the hills.

The Cairngorms are not a Riviera nor an Arosa rest cure. They do not offer the more conventional forms of excitement made possible by mechanization. They are not for 'tourists.' But for those for whom the appeal of wild country still retains some of its intensity, a day or a week or a month spent skiing or climbing or merely walking on the high corries that are now within a night's travelling distance of London is a rewarding experience.

END

NOVEMBER, 1961



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109



One girl and one machine keeps the company's stock records in order

Plan Your Supply Lines

This firm installed an up-to-date materials control system. And it made sure that its hundreds of suppliers knew well in advance what was required—and when

by Christopher Scott

NEAR Bradford is the northern factory of the International Harvester Company. Here thousands of tractors are produced each year, most of which go to boost Britain's export drive. The biggest customer is the United States, where the tractors successfully compete against those produced by the Chicago-based American parent corporation.

But behind this export drive and noteworthy record lies a problem which affects most manufacturing industries, that of materials ordering and control. At Bradford, the difficulties, as one would expect with the production of tractors, are extensive.

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BUSINESS

Fires start like this...



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Plan Your Supply Lines

continued from page 110

At one time, a happy-go-lucky attitude to stock control was adopted, but even this kind of organization proved relatively effective – as many companies have found out. The stores had a fairly tight control of throughput and parts that were passed to the factory floor, but there were few detailed records, and little forward planning.

These are general problems, and perhaps are not regarded as very serious in the majority of companies. But for the larger concerns, they can mean millions of pounds tied up in materials and spare parts. With an increase in their own production in the offing, International Harvester officials decided upon a new system with three objectives.

The first aim was to limit the amount of money tied up at any one moment. The second was to streamline paperwork. And the third was to give suppliers advance warning of the firm's requirements. The first two are standard in any efficient stock system. The third is not, and it is proving a boon to the hundreds of suppliers whose job it is to keep up the flow of materials. As I toured the factory during my visit, the size of the stores helped to prove the success of the experiment. For a factory which uses thousands of parts each week costing hundreds of thousands of pounds, the stores hardly existed. When goods are now checked in, the majority find their way immediately to the production lines.

Mechanics of Ordering

The factory's production schedules are prepared at head office, but once received, the local executives start to work. Briefly, this is how the system runs. On receipt of the monthly production plans, the Materials Controller prepares the raw material orders, and four copies are typed. One is for the supplier, giving him in advance a firm three months' mini-

mum order. The second goes to the very small purchasing department whose main job is to negotiate prices and to keep a running check on the performance of suppliers. The third goes to the stores to be checked against the goods. The fourth goes to the Burroughs' machine operator, who carries out all the mechanical work involved on one simple-looking, yet obviously indispensable piece of equipment.

This routine is followed each month for two main reasons. Although suppliers are given orders for three months ahead, they are divided into three separate months. Each can be increased (but not decreased) as required should production requirements demand. Second, each materials delivery schedule which is sent to every supplier actually lists how much of the current month's total is required each week. With this information, suppliers are able to plan their own delivery times. Some, like those delivering castings, send lorry-loads twice a day. Others find once a week sufficient.

That's the mechanics of ordering, supplying and receiving. But the work of tying up the ends lies with one girl – and one machine. Each month, on receipt of the new schedules from the Materials Controller, she transfers the new information to the itemized stock cards, of which there is one for each supplier and one for each item.

In the stores, all incoming goods are recorded on pre-numbered receiving reports, a copy of which is immediately sent to the accounts department, where the details are transferred by the machine operator on to the itemized stock card which gives the latest order and delivery position. Month by month the new requirements are recorded. Day by day, or week by week as the case may be, receipts are dated, listed and totals outstanding changed. This accurate check is no more difficult than typing a letter.

But the executives at International Harvester lay great stress upon planned ordering and planned delivery, and suppliers who over- or under-supply during one month can seriously affect general organization. When this does happen, the sensimatic machine has been adapted so that any excess in the current month is automatically shown (in a different colour) and the total in the succeeding month reduced accordingly.

This doesn't happen very often: suppliers appreciate the benefits for them of the new system and endeavour to become an integral part of it, but sometimes it does. Once the machine picks up the difference, the Materials Controller has to be notified for him to decide whether the goods are to be returned or kept. If they are to go back, a material control slip is prepared from which the necessary alterations will be made on the stock schedule card. This will reduce the over-delivery and increase the following month's requirement by the same amount. Where goods are returned for other reasons, such as incorrect, a similar procedure is followed. The machine has codes to distinguish the reasons for the decisions taken: these are useful at year end when summaries have to be taken.

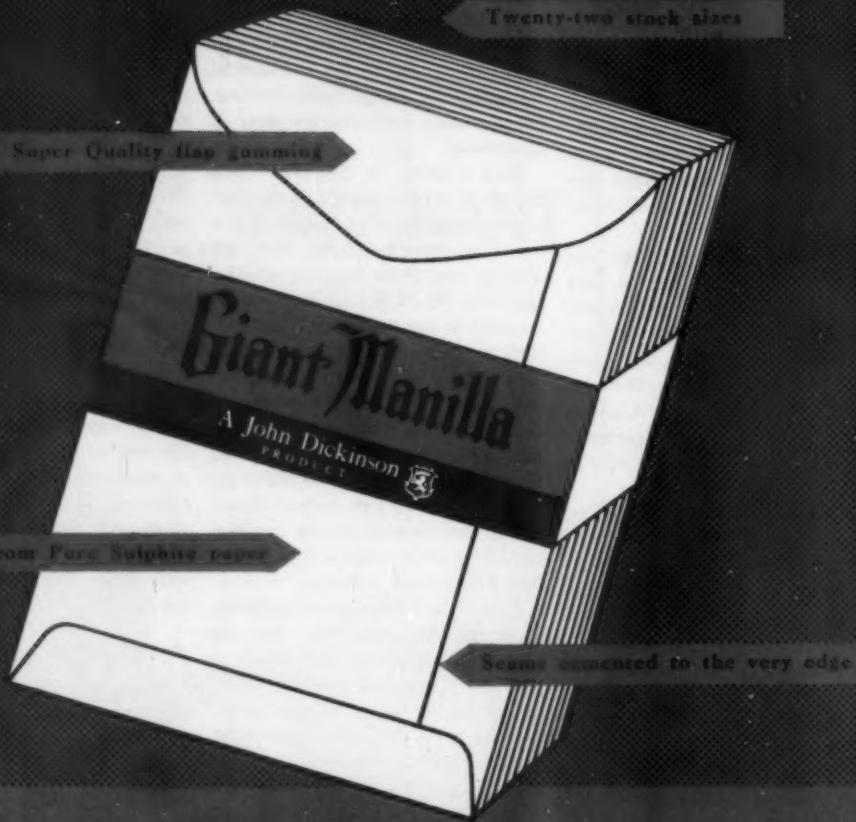
An Overall Picture

In the accounts department, I saw the various files of schedule cards. They not only tell the department simple facts about orders and deliveries – they convey much more than that. One quick glance will show the record of the supplier, his regularity with deliveries and general reliability, the quality of his goods, and other information. In addition to these individual details, end-of-year statistics are easily compiled from the data and codes tabulated.

These are the administrative gains for the firm. A voluminous amount of details are quickly recorded. Stock is low and kept moving. But this firm extends the benefit of their forward-thinking and planning to others. Suppliers know well in advance what is expected of them. It helps them with their production, transport and labour problems.

This is surely something which could be emulated with advantage in many other sectors of British industry.

END



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TELEPHONE
EXCHANGE

The first of its kind in the world, the Pye twenty line electronic telephone exchange sets new high standards of speed, efficiency and reliability for internal telephone systems. It is fully electronic, employs no moving parts and is completely silent in operation.

The telephone instruments provided with the exchange are of the most modern British Post Office design. High speed dialling, a development made possible only by electronics, ensures fast connection.

The Pye electronic telephone exchange is available on a rental basis for a period of 7 or 14 years. Service is undertaken from 30 depots in the United Kingdom, each with a fleet of radio controlled vehicles.

Please write for illustrated leaflet.

P Y E T E L E C O M M U N I C A T I O N S L T D . C A M B R I D G E
NOVEMBER, 1961

How luxurious can an Austin Seven get?



Most people are very nicely satisfied, thank you, with any Austin Seven. Others want the earth. The new Austin Super Seven has been designed for them. It's got everything any other Austin Seven's got—high m.p.h. (70), high m.p.g. (50), large space inside, small space outside. And it's got much more.

INSIDE New duotone trim in subtly blending colour-choices. Sound insulation to hush the engine to a

gentle purr. Fuller cushions for greater comfort: thick new carpets. New oval-shaped instrument panel, including both oil-pressure and water-temperature gauges. And many many more extras.

OUT New duotone palette of brilliant colours to choose from. Much more dashing fine-mesh grille. It's altogether a gayer, brighter car. Add up the list of improvements yourself when you see the new model at your Austin dealer. Price: £405 plus £186.17.3 purchase tax and surcharge.

NEW AUSTIN SUPER SEVEN GET INTO AN AUSTIN AND OUT OF THE ORDINARY

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Motor Car Manufacturers
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Ugly duckling makes good

AROUND Motor Show time British car manufacturers become a little cagey about letting journalists test their products. Maybe they have something new up their sleeves or maybe they need all their spare cars to ferry V.I.P.'s between Earls Court and the Carlton Towers . . .

Anyway, last month I was obliged to cross the Channel, where, in spite of the imminence of the Paris Show, the Citroen organization was kind enough to make their latest product available to me.

Driving the AMI 6 proved a very interesting experience indeed because although it is available in the U.K., this car is tailored first and foremost for the home market. And the French owner of a small car expects rather different things from it than does the owner of a similar sized car in this country.

Take two basic facts of French life: all Frenchmen have lots of either very young or very old relatives; and the astronomic level of French petrol prices. The result is a demand for cars with plenty of passenger space, driven by small, highly efficient engines.

The AMI 6, with an engine of only 600 c.c., will carry four bulky adults in complete comfort at speeds up to 60 m.p.h., and still provide adequate boot space for their luggage. From observation, I would say that the number of children who can be stacked in is almost limitless.

Leg room, both fore and aft, is good, and with no transmission tunnel, the space under the seats can be

utilized for parcels. The French being great picnickers, the front seat can be removed from the car by pulling one sliding bolt. The seats themselves are just about the most comfortable I have ever come across outside the luxury car class. The upholstery is of an elasticated material, and driving postures have obviously received a lot of study.

The engine is an air-cooled flat twin driving the front wheels. Assisted by a semi-overdrive top gear, the car will cruise near its maximum speed for long distances with little deterioration in petrol consumption. The latter I found to be around 40 m.p.g., including both the low-gear grind of Paris traffic and long spins on the Autoroutes. On long journeys at higher speeds I was aware of a slight tendency for the engine to overheat.

Providing the correct driving technique is adopted, the road-holding of this car is very good. Like all front-wheel drive cars, it has a marked tendency to understeer, and this characteristic is increased to an almost dangerous degree if corners are taken fast on a trailing throttle. So it is important to keep your foot on the throttle all the way through corners. And if you misjudge the tightness of a bend, it is necessary to reverse the normal reflex and put your foot down even harder, rather than lift it off. Driven — not coasted — through corners, the road-holding of the AMI 6 would put many British small cars to shame.

The ride of this car is extremely smooth, and on one occasion I drove

it at 50 m.p.h. along a dry river bed without once bouncing my passenger from his seat! The very soft suspension does produce rather excessive body roll on corners on proper roads, but although this at first alarmed me, I soon learned that all four wheels remained firmly in contact with the road. The combination of smooth ride with first-class road-holding is another characteristic of French small cars rarely found in their British counterparts.

I discovered the main shortcomings of this car when driving at night. Although the headlights throw a good pool of light immediately in front of the car, even at full beam they do not project light far enough to allow maximum speeds to be used on a strange road. The lights dip extremely effectively from the point of view of the oncoming motorist, but I would have thought that a longer beam along the nearside curb would still have been consistent with safety.

Also, the instrument panel light is very bright and there is no means of dimming it. Not only is this distracting in itself, but the reflection of the whole panel can be seen in the windscreen, plus a further annoying shine from the chrome of the driver's parked windscreen wiper. The fitting of a panel light switch and the judicious use of black paint would soon eradicate this, however.

Like its immediate ancestor, the ubiquitous 2 C.V. Citroen, the appearance of this car can honestly only be described as bizarre. But there is a long tradition in French history, from

Continued on page 119



"We spent far too much on cars last year"

Yes, gentlemen. Our balance sheet shows increased business as a result of our concentrating more than ever on service to our customers. But the increased cost of running more cars is quite fantastic. Our Chief Accountant has been making a very careful analysis and we have come to the conclusion that it will pay us far more to go to CAPITAL MOTORS and let them supply us, on an annual contract basis, with these smart new Vauxhall Victors. I am told that they will save us so much trouble and expense that we need never worry again about maintenance, renewals, depreciation and such like. In fact we shall have a fleet of brand new cars in perfect condition at all times."

We shall be glad to send details of our contract hire scheme whether for one or a fleet of new Vauxhalls and prove positively how much money can be saved and service improved in transport.



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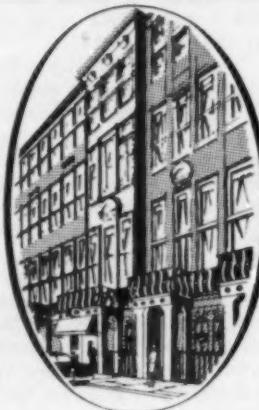
The XXV tie (left) features a Roman 25 within laurel leaves, both woven in gold on either a maroon or a navy-blue ground. Your long-service staff will be proud to wear these all-silk ties.

The X tie features a Roman 10 within a shield, both woven in silver on either a maroon or a navy-blue ground. These ties are also all-silk.

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Illustrated Brochure and Terms from the Manager on request.

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Telephone AMBassador 0161

continued from page 117

at least Cyrano de Bergerac onwards, of ugliness combined with affectionate personality. In common with that popular hero, tough and likeable are the two adjectives which best describe the AMI 6. In this country at any rate, it would stand out a mile from the car next door.

Price in the U.K.: £874, including tax. T.B.

Reserved Parking . . .

The whole office goes in fear and trembling again because someone has taken the M.D.'s personal parking space. Maybe the culprit is the driver of a delivery van, in which case the grievous wrong will be righted in ten minutes or so. But — perish the thought — the villain may be from another organization altogether, and the precious space will remain at the service of his status symbol until the office round the corner closes at five-thirty.

Meanwhile, in front of the cinema

ten minutes' walk down the road, the police are already preparing to tow away the Old Man's car . . .

No longer need this dreadful situation arise. The Le Bas Tube Company has introduced a simple but effective way of controlling car park space without the need for on-the-spot supervision. Their Car Park Post, when in the locked position, obstructs entry to the parking space. A key, held only by the authorized user of the space, releases the post and enables it to be laid down horizontally while the vehicle is driven over it. Erected again when the car is in position, the post is also an anti-theft device.

... lights required

You are at an important meeting. Your car is parked in the street. At dusk you must make your apologies and go to switch on your lights.

What a nuisance!

Now on the market, however, is an accessory which puts an end to

such time-wasting and inconvenience. It consists of a light-sensitive cell which is fixed to the windscreen. Just prior to lighting-up time the cell operates a control switch and puts on the lights. If the car is left out overnight it switches the lights off at dawn.

The unit consists of three components: the cell, which is housed in an attractive plastic case, an on/off switch, and the control, which is in an aluminium container. This is fixed out of sight under the bonnet or facia panel. The unit is perfectly reliable and cannot be affected by artificial daylight, street lighting, or the lights of passing cars. No adjustments are necessary because the cell is adjusted by the manufacturers to operate at an appropriate 'degree of daylight.'

There are only three connections to be made in wiring the accessory to the car and the source can be either a 6-volt or 12-volt battery. Current consumption, too, is minute, being about 1/20th of that of an ordinary torch bulb.

Cost: £5 7s. 6d.

Makers: S. Norrish Ltd., 220 Gt. Portland Street, London, W.I. *END*

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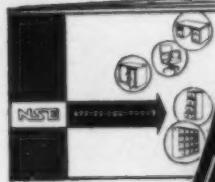
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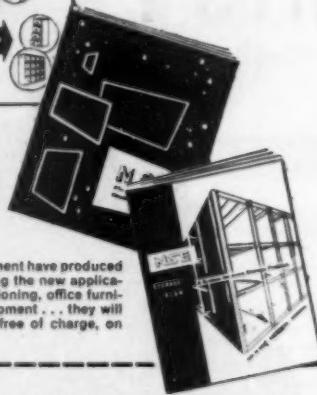


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New Equipment

A copier for everybody

The latest addition to a large range of photocopying machines is the *President*, a compact, all-electric rotary machine which is suited to both personal and departmental use.

It is fully automatic and simple to operate, producing perfect white copies of every kind of original in only a few seconds. The machine is easily portable, occupying less space than a typewriter, and attractively finished.

Another machine from the same stable is the *S.K-B 40* folio copying machine which has been recently modified to give a faster performance. It is a combined exposing and hand-operated developing unit giving permanent copies of every type of document up to 9ins. by 14ins. The machine is now fitted with a special clock, geared to a new high-powered light source, which enables exposures to be completed in only two seconds.

Other newcomers from this manufacturer include a high-speed press-button copying machine which produces copies at the rate of approximately 180 per hour, in one simple operation for each copy. An ideal machine for both general copying and the top executive, it is sufficiently small to fit on the corner of any desk.

Enquiry Ref. No. O11/1

Keeping plant history records

In addition to the usual plant history records, there are two other requirements. Firstly an appraisal of work to be carried out and secondly a means of producing work lists as an indication of tasks to be done during a particular week.

Copy-strip provides a solution to both these problems, being both a

diary and a means of producing work lists. It consists of a series of white plastic panels or dividers on which white card strips are placed on runners. The card strips are typed with the titles of the machinery etc., and are flexibles and can be removed easily from the panels or rearranged into any sequence.

The panels are held in loose-leaf binders and can be removed for



photographic reproduction, providing one or many copies of the strips on each panel. Duplicated copies of each panel are run off to avoid printing costs.

Enquiry Ref. No. O11/2

Continuous stationery under close control

Here is a new dual-feed device fitted to an I.C.T. 900 Series U.P.F. carriage tabulator. This device will facilitate the feeding of two separate webs of continuous stationery independently controlled.

One web is controlled by the tabulator programme and the other by the device using a punched programme belt method of sensing. Both webs are fed over pinwheels incorporated in the device and can be run side by side or overlapping either partially or completely.

The web controlled by the tabula-

tor is fed over the pinwheels geared to the platen and the web controlled by the device is fed over another set of pinwheels driven by the motor in the device. A particular feature is that either set of pinwheels can be geared into the tabulator and con-



Dual control

sequently the same facility applies to the motor drive of the device. When the tabulator is not required for dual-feed operation, the unit will process a single web by simply using one set of pinwheels only.

A single carbon release can be fitted as an optional addition. This release introduces a single ply of carbon between the separate webs to facilitate the transference of print to the top form of the lower web where the webs overlap. This unit releases carbon at an economical rate, providing clear copies.

Enquiry Ref. No. O11/3

Streamlined partitioning

The ease of the arrangement of steel partitioning is one of its greatest assets. This company is well established in the production of partitioning and exhibits a selection of their materials.

N.S.E. 'Double Skin' Flush Office Partitioning is designed to give offices, corridors and reception rooms an

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appearance of symmetry and streamlining. The partitions are available as single glazed screens 2ins. thick or double glazed 3ins. thick. The former is a popular form of office partitioning, the solid panels being filled with insulating material and the glazed areas being surrounded in rubber to withstand the vibration. The 3ins. thick partition is of similar construction and appearance but is double glaze — providing increased sound resistance. The doors are in balance with the remainder of the assembly and produced to permit interchanging with standard panels.

Enquiry Ref. No. O11/4



Automatic carboning

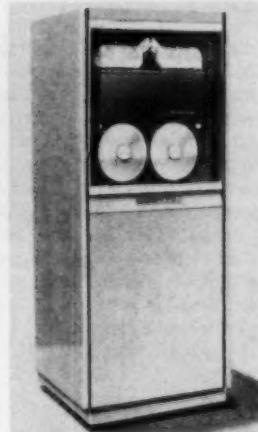
ment into which a number of copies can be fed.

Enquiry Ref. No. O11/5

Preparing for a new generation

One of the latest British computer magnetic tape transports to be introduced is the *Type 4000*. This is a unit which can be employed with any digital computer and has been specifically designed for operation with the new generation of high-speed computers now coming into service in the industrial, technical and scientific field.

Outstanding features include the complete absence of computer programme restrictions, quietness in



For high speed work

operation, the provision of automatic loading and unloading routines, and the absence of maintenance adjustments.

Enquiry Ref. No. O11/6

Seven bar signature tune

This is a desk autographic register which can produce up to one original and seven copies at one writing.

The register possesses a special feature termed *Carbomatic*. This is an automatic carbon advancing mechanism which ensures clear, accurate copies without any manual resetting of the carbons.

There is a locked audit compart-

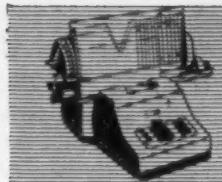
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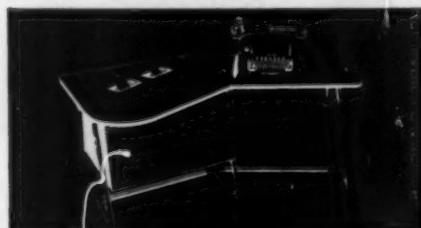
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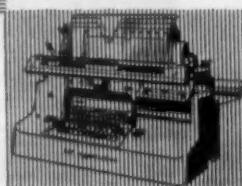
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Ruf Non-Narrative Simplified Keyboard Accounting Machine. Combination of the RUF Intromat 50 sheet inserter and the Odhner accounting machine with two fully automatic registers and one memory register.



Ruf Invomat Machine. A combination of electric typewriter with a calculating machine for automatically registering and calculating extensions as they are typed and an add/listing machine for accumulating results.



Ruf Multi Register Narrative Accounting Machine. A typewriter keyboard accounting machine with either one or two cross footers and any number of vertical registers up to the width of the carriage.

OFFICE *continued*

spirit duplicator. This machine is controlled by a single lever which locks the master on to the drum, activates the motor, feeds paper and fluid and locks a protective cover in position over the working parts.

A new stencil duplicator, the *Speedrite*, incorporates a copy controlled inking device. This inking system ensures an even flow of ink, so preventing under- or over-inking with, the result that far more copies may be printed without recharging.

Enquiry Ref. No. O11/7

Multi-wire tape punch

The *Model 25* multi-wire tape punch (Reperforator) is designed for general applications involving the conversion of parallel-wire (simultaneous) electrical impulses into punched paper tape. Versions are available for punching 5-, 6- or 7-track codes at any speed up to 33 characters per second. Tapes may be punched singly or two at a time.

One of the most widely used of all

data processing units, the *Model 25* has thousands of hours behind it as an outpunch with both large and small computer installations.

Its small size and simplicity make it an attractive output device for a variety of other automatic data recording requirements based on the punched tape 'common language' concept.

The *Model 25* is a self-contained machine requiring only mains power and external signal supplies.

Enquiry Ref. No. O11/8

A new line in telephones

A new telephone for private automatic exchange systems combines compactness and contemporary design with efficiency. It has a silent dial action and an adjustable bell which enables the user to vary the pitch.

A lot of thought has gone into the design of the dial. It is clear with large numbers printed outside the dial for easier reading and manufactured in

easily cleaned plastic. The telephone is available in a wide range of colours enabling two-tone combinations.

Enquiry Ref. No. O11/9

Taking the effort out of letter signing

Autograph has been designed to simplify the costly and time-consuming task of signing letters or documents. It is an electrically operated machine which writes signatures automatically with the signatory's own pen, if required.

Autograph operates from a circular 'matrix' plate made from a specimen of the signature. This matrix guides the movement of the pen in the same way as if used by hand. Thick or thin strokes, full stops and other personal characteristics are accurately reproduced.

The machine is controlled by a foot pedal thus leaving the operator's hands free to handle documents. A luminous plate in the desk top simplifies the accurate positioning of the

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We suggest that you phone an Adler dealer today, asking him to bring an "E.20" to you for demonstration. Adler dealers are carefully picked for their skill and experience, therefore you will gain the advantages of a real service by calling him in.



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NOVEMBER, 1961

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Branches and Depots throughout the United Kingdom

signatures and changing of the signature matrixes is a quick and simple procedure.

Enquiry Ref. No. O11/10

Perfect secretary

The *Secretary 44* is fitted with a unique *Copystrol* dial which ensures a perfect copy every time. The copier produces dry copies in four seconds, no warming-up period is needed and no chemicals are used.

In the same time the machine is capable of laminating a protective plastic film on documents or making transparencies which are ready for projection immediately. It can produce permanent black copies on white, bond-weight paper for short-run duplicating or deliver 39 gummed and perforated labels. It takes only twice as long - eight seconds - to make paper printing plates.

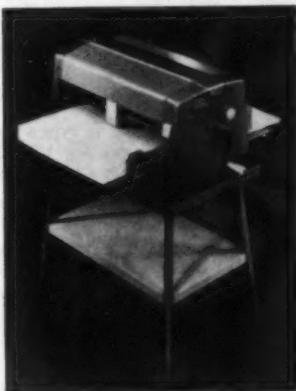
Another interesting unit from the same manufacturer is the *Overhead Projector Model 43*, which is claimed to give a perfect picture even in full daylight. Transparencies made on the *Secretary 44* can be shown immediately and overlays can be used to

build up a diagram or drawing. In addition the transparencies may be marked or written on during the projection.

Enquiry Ref. No. O11/11

Tabletop duplicating

Now available is a new table model electric duplicating machine which is capable of handling a wide range of paper sizes extending from octavo to



Clean and Compact

policy. The machine, known as the *550*, is fitted with interchangeable cylinders for colour and small work up to foolscap size.

Another newcomer from the same manufacturer is an electronic stencil cutter which has four-colour separation facilities. The machine can also be used to make stencils direct from originals including colour photographs.

Enquiry Ref. No. O11/12

Keeping company with portables

Currently available is the *Good Companion* range of portable typewriters in the series 6, 6T, and 7. Standard on all models is a push button, quick release mechanism which allows the machine to be removed instantly from its carrying case.

The machines are fitted with black key-tops which are set within the framework of ivory-coloured non-typing keys and spacebar, the framework being completed by the front-plate. The linespace lever has been reshaped for the models 6 and 6T

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MANAGING DIRECTOR

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Foolscap size: 16" x 11" x 3½".

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Stand 16/7 Label holder 6d.

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BESIDE THE DESK

ON THE DESK

ON THE WALL

OFFICE *continued*

(fitted with tab.), and the model 7 has a stouter bail bar with rubber instead of metal auxiliary feed rollers.

Enquiry Ref. No. O11/13

Duplicator with new features

Incorporating all the technical developments and quality reproduction



Printing area no problem

of the model 360, the stencil duplicator, model 380, claims a number of 'firsts'. It is said to be the first double-foolscap sized stencil duplicator to incorporate automatic inking, 'cyclavane' delivery control, and paper jogging.

But one of the main features of the machine is its wide range of printing area. It will print on paper as large as 18½in. wide by various lengths, or as small as 3in. by 5in.

Enquiry Ref. No. O11/14

Unbeatable electric typewriter

A startling new electric typewriter was introduced last month. Known as the 72, this unique machine features a single element typing head containing all the 88 keyboard characters. This typing head moves along a metal rod, and by both horizontal and vertical movement produces the desired typeface at an exceptional speed.

In this way, because the carriage is fixed, the machine takes up far less space than a conventional machine,

reduces vibration, and increases typing speed. The machine cannot be beaten by high-speed typing since the machine incorporates an exclusive stroke storage system.

Enquiry Ref. No. O11/15

Versatile and fast copiers

"Roneoflash" is the name of a new range of office copiers which can deal with almost every copying requirement from ordinary correspondence to pages of bound books. There are four models in the range, they are the 66, 55, 44, and 33.

The '66' has an unusually fast copying time and can produce copies in 12 seconds. Model '55' is a multi-purpose machine which can produce copies of pages from bound books of up to 3in. thickness as well as single copies of documents in a matter of seconds. The models '44' and '33' have the same quality performance as the other machines and can be used for multi-copy or single copy work from any original in any colour.

Enquiry Ref. No. O11/16



The Econojet Attachment in use with Econoset Continuous Stationery is designed, by streamlining typing operations, to eliminate billing problems. The Econojet fits any standard typewriter, needs no special form of carbon paper or punched holes in the stationery and is capable of handling extra copies if required. Output can be increased by 78 per cent.

fits any standard typewriter



A complete service comprising business survey, form design and printing is at your disposal. Equipment is supplied at no capital cost. PETTY AND SONS LIMITED, LEEDS 12 Telephone Leeds 32341

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Presenting details of all your products to
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accurate and multi-lingual—is shortly
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KOMPASS is up-to-date, international and
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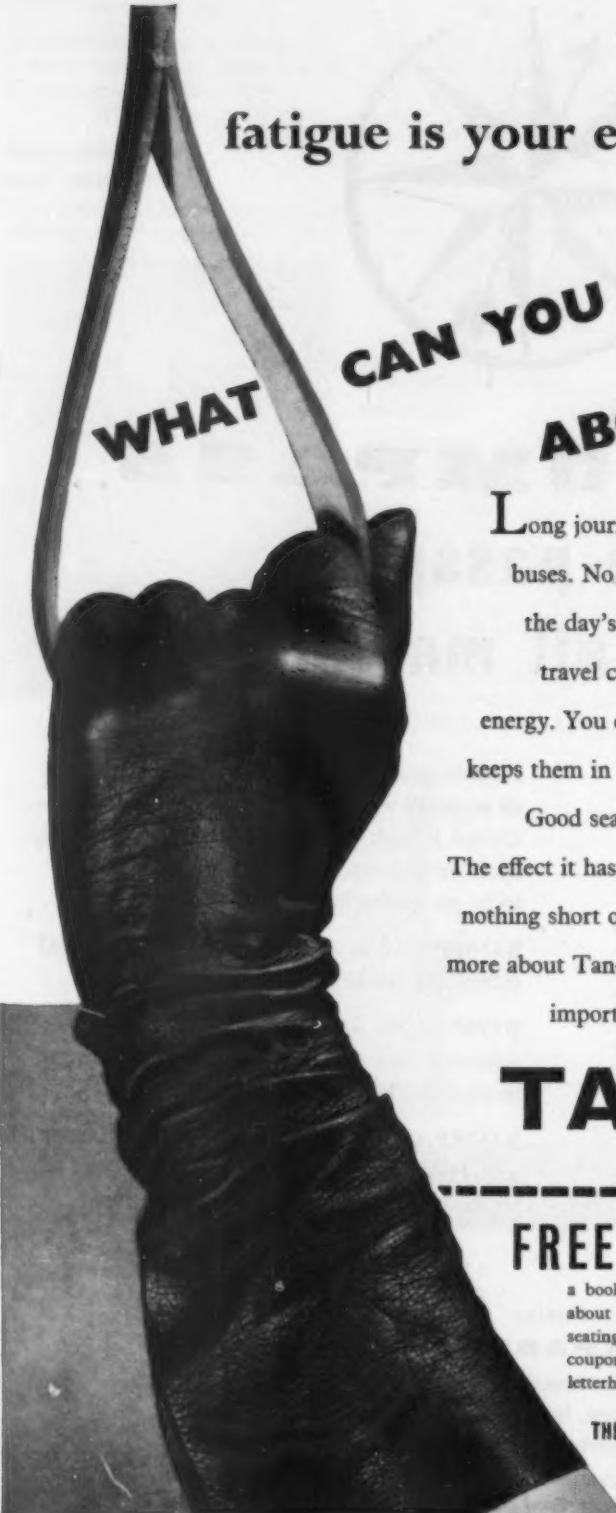
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fatigue is your enemy

**WHAT CAN YOU DO
ABOUT IT?**

Long journeys. Crowded tubes, trains and buses. No wonder staff arrive jaded before the day's work begins. You can't prevent travel conditions making a dent in their energy. You can see to it that correct seating keeps them in top form during working hours.

Good seating is good management today. The effect it has on staff efficiency and energy is nothing short of amazing. We'd like to tell you more about Tan-Sad: it obviously plays such an important part in a go-ahead business.

TAN-SAD

FREE

a booklet that tells you all about TAN-SAD scientific seating. Just attach this coupon to your signed letterhead and mail it to

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Chancery 9231/7



BUSINESS

★ For more details of any product use one of the New Equipment service cards included in this issue.



Presentation is as important as the goods

Shopkeepers are at last taking greater care with the presentation of their goods. At one time, piles of commodities stacked in a most unattractive way around the walls of the shop was about as far as most retailers could go with sales promotion.

Until very recently it was left to the larger and more enterprising concerns to think about attractive win-

range of gondolas which can be arranged to a variety of patterns by the shop staff themselves.

For straight presentation, a standard unit is available some 3ft. long, up to 12ins. wide with an 11ins. clearance. They are made from either laminated plastic or pressed steel. Although each unit is complete in itself, they can be joined to form a complete wall unit. There is also a three-tier round gondola suitable for a central display stand where frequent changes are necessary. It has three counters of 17½ins., 21½ins. and 25½ins., all with an 11-inch clearance.

The gondolas are delivered flat and can be erected by unskilled labour without screws, nuts or locking devices.

Enquiry Ref. No. W11/1

Try to put your heel through this flooring

A liquid flooring is available which the manufacturers claim is virtually indestructible. After three years of laboratory and floor tests, it has proved its resistance to all known chemicals, is not affected by what is known as 'dusting up', or, and this is important where girls are employed, is not affected by stiletto heels.

The present covering is most suitable for laying on a 3:1 sand/cement base which is dry and has been painted with a special primer. This takes only a few hours to dry and the flooring can be painted on or smoothed over. It is ready for use the next day. Although the manufacturers lay it themselves, it is not a difficult job. The liquid finds its own level and sets without brush or tool marks. Its normal thickness is $\frac{1}{16}$ in., but it is stronger than granolithic concrete. A

test undertaken at a recent demonstration with steel blocks dropped from 6ft. showed that the substructure cracked before the flooring.

The normal finish is gloss, but a special treatment gives a grip finish suitable for all danger spots. Various colours are available and its attractiveness is enhanced by the ease in which marble effects can be weaved into the colours when laying.

The firm provides a full technical service.

Enquiry Ref. No. W11/2

Take the work out of moving

A simple but effective improvement for all stores is a mobile goods elevator supplied as a complete unit in its own shaft.

It can be moved as required and is not fixed to the floor when used. It is



Place it anywhere

suitable for serving two or three levels, with load capacities of 5, 10 or 15 cwt. The size of the cage can be made to requirements.

The unit contains all its own switchgear and will operate immediately on connection to the mains.

Enquiry Ref. No. W11/3

Going round the bend on a new machine

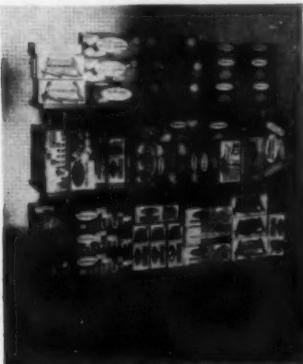
A recent addition to the semi-automatic range of bending machines is capable of bending black mild steel bars up to 1½in. capacity and similar sections cold, while arrangements can also be made for multiple bending of smaller sections.

The frame is constructed of steel and ball races are used throughout, with the exception of the main spin-



Good central display

dow and floor stands in addition to the usual behind-the-counter shelves. Among the units now available are gravity shelving, which permits a continual turnover of goods, coloured shelving, racks and gondolas in various designs. Among the latter are a



Extend as required



Maximum legibility and good taste are combined in the Gents wall clocks shown here.

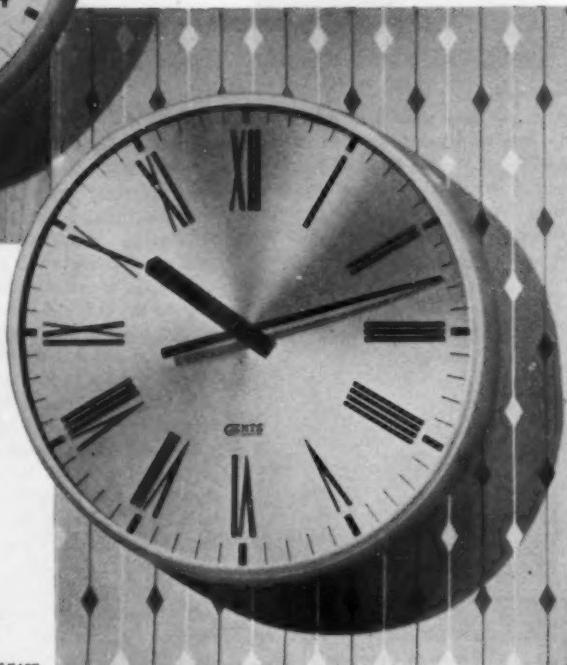
Styled by a leading industrial designer they provide a choice of standard models which fit happily into present-day surroundings and décor.

These and others in the extensive Gents range have been selected by the Council of Industrial Design for inclusion in Design Index.

All are available for operating either on A.C. Mains or as part of a Master Clock System.



In every way...Right!



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WORKSHOP

dle which has heavy bronze bushes more suited to deal with side thrust. A three-way control handle is fitted for forward, neutral and reverse positions, and the rotating roller attached to the plate is controlled by means of a pin which can be placed in any of the holes provided to suit requirements.

The power is provided by a 3 h.p. drip-proof motor on an adjustable tensioning table suitable for an A.C. current supply.

Enquiry Ref. No. W11/4

How to tip in tight corner

Tip sideways and save time is the claim of the manufacturers of a side tip bucket capable of being fitted to



Tip it sideways

wheeled loaders. This is the first bucket to be fitted to this particular type of vehicle, and should prove suitable for all kinds of materials handling and removal.

The side tip bucket eliminates the need for turning the vehicle, and can be used in very restricted areas.

Enquiry Ref. No. W11/5

This conveyor can be built to your requirements

Mechanical handling has received increasing attention in this country since the war. Any way to lighten physically the work or increase efficiency has been adopted. Among the more recent aids is a light band conveyor especially suitable for the firm with smaller loads to move.

Although built from prefabricated parts, it has many optional features to meet individual requirements. These include bands of various widths and materials; fixed or adjustable legs, ploughs, transfers, side benching or side tables in addition with various electrical and electronic devices.

All crevices on the conveyor are eliminated as a hygienic measure, and the top of the conveyor is clear

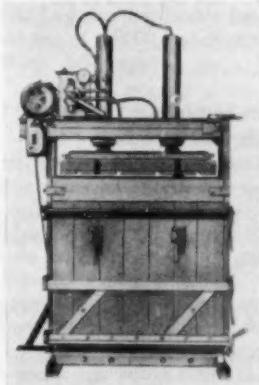
of screws. Elsewhere cap nuts are fitted to bolts. If required, the underside of the unit may be completely enclosed.

Enquiry Ref. No. W11/6

One way of tying up the scrap

For companies handling large quantities of waste paper and other industrial scrap, the new baling presses should prove useful.

Primarily designed for baling light materials, they are particularly suit-



Motorized or manual

EMERGENCY!

This van was towed for seven miles through dense London traffic using as an emergency tow line a length of 1-in. wide SPEEDFIX STRAP-SEAL TAPE.

In spite of the tremendous strain of the vehicle weight, heavy road vibrations and constant jerks, the filament built in the tape held firm, and the adhesive and film were unimpaired. THE SAME TAPE was used to seal and reinforce a carton at the end of the journey!

While we don't expect you to use Speedfix for towing your vehicle, we feel you would like to know more about the built-in qualities of this unique tape. Strapseal is being used more and more within industry for strapping tubes, timber lengths, etc., reinforcing cartons and boxes, and as a holding seal on rolls of cable, cordage and metal ware.

Complete the attached coupon, post to the address below and we will send you a sample and further details.



INDUSTRIAL TAPES LTD.

SPEEDFIX HOUSE, 19-23 FEATHERSTONE STREET
LONDON ECI TELEPHONE CLERKENWELL 6881



Please send me a free sample and details of Strapseal Tape

Name.....

Company.....

Address.....

(I.T.32)

able for dealing with textile waste, scrap rubber and plastics in addition to paper. They are simple to operate and the compact press boxes are built from timber with the press frames made from steel. The suspension of the press plates by pivoting attachments ensures even compression of material.

Two models are available at the moment. One can be operated by either hand or motorized pump and can handle approximately 3,300lbs. of waste paper in eight hours. The second model is motorized and can handle up to 4,000lbs. in eight hours.

Enquiry Ref. No. W11/7

New laminate that seals the goods

A new laminate of plastic film and paper promises to have a wide application in the packaging industry. As a plain film it is already used for a variety of transparent food, chemical and detergent packs. Re-inforced with a paper backing, it offers greater scope for printing techniques and as a general liner for all foods and goods where protection is essential.

The manufacturers claim that the

new laminate seals in the taste and flavour of the packed goods more effectively than other sealers now on the market. It has low water absorption, low moisture and gas permeability, resistance to most chemicals, including organic acids, oils, fats and waxes.

Enquiry Ref. No. W11/8

Pipes that resist chemical and atmospheric attack

In the past pipes have been made from a wide variety of materials. If exposed to weather, frequent re-coating with some protective paint was essential. Inside, corrosion from chemical attack was a continual headache.

Recently a new pipe made from poly vinyl chloride is claimed by the



Leave in the open

manufacturers to have overcome several of the major problems of pipe users. In one recent construction it proved its usefulness when bridging a water gap. Its combination of strength even in longer pieces allied to its lighter weight made the task possible without elaborate bridging necessary for many pipes.

Whether installed in damp atmospheres or left permanently in the air, its resistance to atmospheric attack reduces the need for maintenance, and virtually eliminates the need for regular painting.

Enquiry Ref. No. W11/9

No rubbing required with this gum

One of the more trifling jobs that take place in offices is the sticking of paper. Although a simple task, it is one of the messiest and most unwelcome. Now a tube adhesive is on the market which is claimed to be the cleanest of all to use. The tube has a plastic spreader in the neck which lays a thin even film of gum without further rubbing.

The bottle is unbreakable and non-spill, and cannot become blocked. After use a pin inside the thimble cap

continued on page 137

VERSATILE

That's the Valor Small Steel Cupboard

Ideal for office use. Perfect for keeping stationery neatly stacked and free from dust. Solves the problem of storing files, sales literature, etc. The Valor Small Steel Cupboard is strongly built and compactly designed with one adjustable shelf. Extra shelves available. GREY OR GREEN finish. Size: 36" x 18" x 12".



Valor Steel Clothes Locker

Keeps clothes secure and safe, and free from soiling by dust. Available in single, double or triple units. Size: 72" x 12" x 12". Write for illustrated brochure to: Dept. B.

Valor

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● Marking

Many marking problems can be solved by using one of the 'DEDRUMA' machines and we invite details of your specific requirements. The outstanding feature of all 'DEDRUMA' machines is the extreme rapidity with which variable data can be set. Large electric models are available for various industrial applications in many trades.

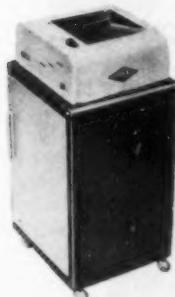


● Cutting



With a range of 18 models, "IDEAL" GUILLOTINES offer a solution to the rapid and accurate cutting of paper, board and many other materials.

● Shredding



With an output of 90 lbs. per hour, the "SCIMITAR" DOCUMENT SHREDDER will provide for the safe disposal of office records and at the same time create valuable packing material.

● Also . . .

These are just three items from our range, we invite you to send for fuller details of these and other machines.

business aids Ltd.
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NOVEMBER, 1961



See for yourself.
Look at the worn-out carbon sheets in her WPB. You'll find the two inches or so at the top, bottom and sides are as good as new; but the middle is exhausted. Don't blame your typist. Change her copying material.

She'll get three times the wear from

PLASTON

(FOR TYPING)

Here's why

In conventional carbon, the colour matter is SOLID.

It can't shift from the unused edges to the used-up centre. So once the middle part of the sheet is exhausted, the carbon is no longer fit for service and is thrown in the WPB.

GRAFYLON

(FOR WRITING)

In PLASTON and GRAFYLON, the colour matter is FLUID. It's held in a minutely thin porous plastic film, laminated to the base tissue. This acts as a reservoir. Colour flows from the unused to the used sections of the sheet by capillary action; the whole of the colour matter is used.

RESULT

1. Three times the wear compared to ordinary carbon.
2. Very even wear-down (copies do not become 'spotty').
3. Copies are smudge-proof, fade-proof, forgery-proof.
4. Sheets remain cleaner to handle, are less likely to curl, and will not curl.

Send in coupon below for free samples

To: OFREX GROUP INFORMATION SERVICE

OFREX HOUSE, STEPHEN STREET
LONDON, W.I. : TEL MUSEUM 3686
Please send full details and samples of
PLASTON (typing), GRAFYLON (writing)
EXECUTIVE'S

NAME
Staple this to your
letterhead

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 **OFREX**
OFREX LIMITED
LONDON

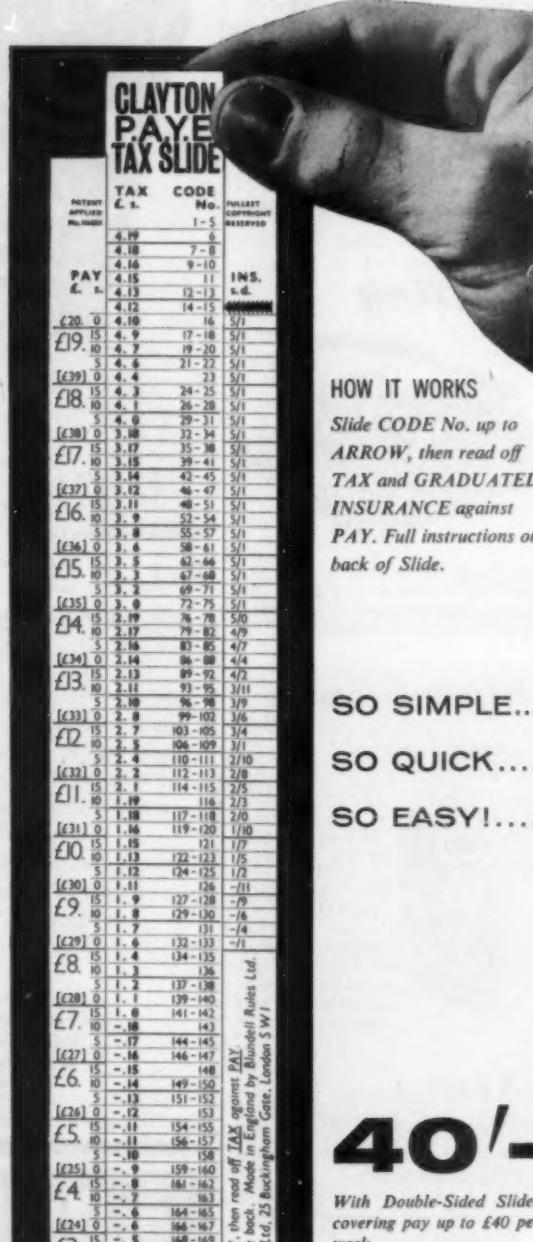
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**CUTS
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PAYE
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P.A.Y.E. and Graduated Insurance deductions read off at-a-glance for weekly-paid employees! For employees on fluctuating pay it is indispensable—for 3 weeks in every 4 it reduces the work of P.A.Y.E. by 75%. For the fourth week you use the normal P.A.Y.E. procedure.

* It is estimated that the normal time employed in P.A.Y.E. work is 2 minutes per week per employee. The Clayton P.A.Y.E. Tax Slide reduces this to 30 seconds for 3 weeks out of 4—an overall saving of more than 50%!

Obtainable from all good Stationers or direct from:
SKIRDEN PRODUCTS LTD, 25, BUCKINGHAM GATE, LONDON, SW1



40/-

continued from page 134

WORKSHOP



Handy packs

fits into the feed channel to provide an airtight seal. Quantities are available in special 1 oz. and 2 oz. packs.

Enquiry Ref. No. W11/10

Combining safety with neatness and comfort

A new type of overall harness designed for use with most kinds of safety line is now available. It eliminates all the 'extras' of normal harnesses while maintaining full security and increasing the comfort of the user.

In appearance, there is little difference from a normal overall, and it

can be worn all day without the slightest inconvenience. It is made from a lightweight nylon carrier buttoning into a cotton duck overall. The supporting webs of the harness are fitted through reinforced openings in the overall and fixed in the middle of the back. The webs have 'D' rings for attachment to the safety block that will not be disengaged by the normal light tension of the rope.

As the harness is designed to fit the overall, not the wearer, there is

no restriction on the movements of the operator. The harness, however, automatically tightens around the body when a load is applied.

In the event of a fall, the wearer will always be supported in a vertical position. Both harness and carrier are easily removed from the overall.

Enquiry Ref. No. W11/11

This machine scrubs as well as polishes

In days of high wages and labour scarcity, new ways of increasing productivity are always welcome. This is true in the office as well as the workshop: as true with the maintenance and cleaning staff as well as production staff.

A new polisher-scrubber is available which is considerably cheaper than an earlier similar model. Its dual nature and quickly changed brushes should help to speed up the work of office and room cleaning. It can also be used for polishing furniture and other surfaces in addition to floors.

The unit weighs only 10lbs. and is double insulated for safety.

Enquiry Ref. No. W11/12 END



Fits the overall

They're wise in having



'303' SPRAY PAINTING PLANT

AT **J. LYONS & Co. Ltd.**

— for decorating
many of their
Teashops

There are 1001 uses for this fast, completely silent, vibrationless and very portable spray painting plant.



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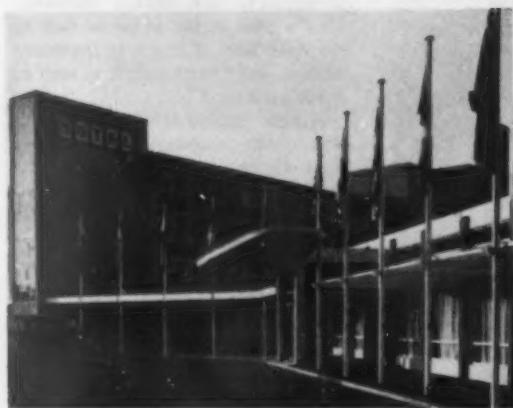
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260 bedrooms, centrally heated, each with its own telephone, television and private bathroom. Lifts to all floors. Laundry and valet service.

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Superb food and perfect service in an atmosphere of luxury and exclusiveness in private rooms. Fully licensed Restaurant open 6 a.m. to 2 a.m.

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Pacemakers

THE PEOPLE WHO MEAN BUSINESS

*America
borrows
a goon
psychologist*



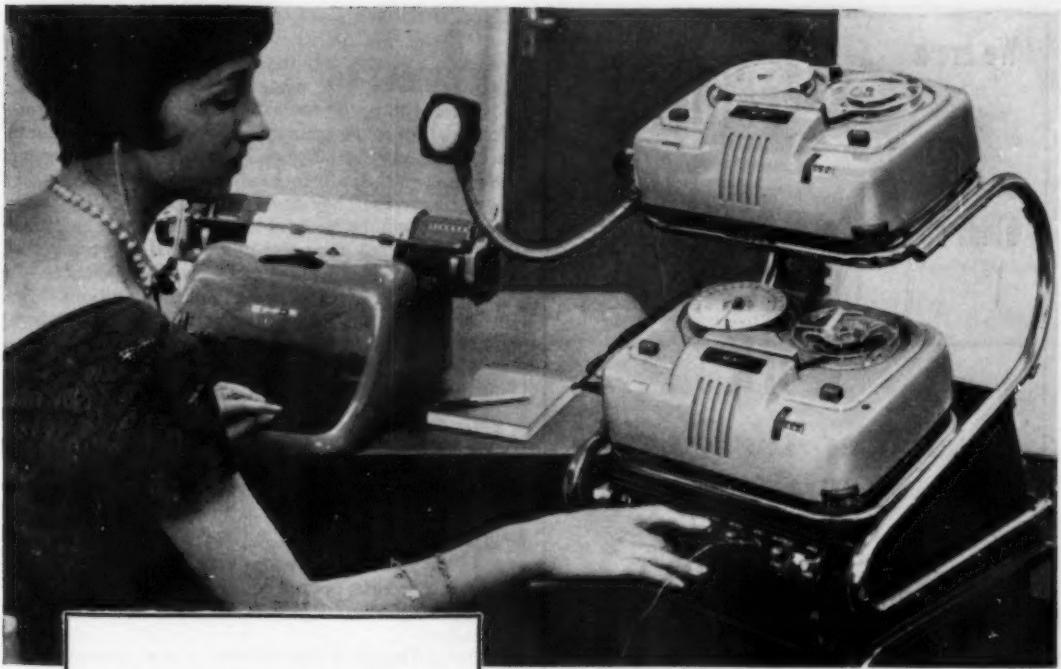
FOR the first time an American agency has turned to Britain for a top director of TV commercials. Dick Lester has just returned from America where he was lent by T.V. Advertising Ltd. to J. Walter Thompson (Chicago) Company. On the recommendation of James Archibald, head of Television and Film at Thompsons, he was commissioned to make two 60-minute commercials for Seven Up fruit drinks.

In fact Lester has only been "British" since 1955. American by birth, he graduated from William Penn University with a degree in clinical psychology. While an undergraduate he wrote musical comedies and formed a vocal group, which sang his own songs in the local TV network in Philadelphia. The songs and the singing were so bad that they were fired, but he claims that he made such a nuisance of himself that he was kept on as a stage hand. This led away from psychology to stage managing, journalism, and radio and television work in America and Canada.

In his six years in this country he has not only gained a British wife and a British wardrobe, but a considerable position in our entertainment world. Now only 29, he has had successes as a television director in *A Show Called Fred*, *Son of Fred* and the *Dick Lester Show*. His best work so far was in collaborating with Peter Sellers and Spike Milligan to direct, write and compose the music for "The Running, Jumping and Standing Still Film." The surrealist humour of this gooney classic makes one look twice at his boast that he would have been a very bad psychologist.

Lester found several differences in the working methods of America and Britain: "The commissioning procedure is very different. Over there it is normal for the agency to prepare a detailed story board and invite several production companies to submit tenders for turning it into a commercial. Competitive costing is frequently the main influence in the choice of production company."

"Here only one production company is approached by the agency, and the production company's director *continued on page 140*



ASK EMI

*about dictation
and communication
systems*

POST TODAY FOR FURTHER INFORMATION

I wish to know more about

EMINET EMIDICTION RINGMASTER
 MINIFON

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(OFFICE EQUIPMENT DIVISION)

B1

Eminet—the new *personal* system
of recording centralised dictation
and Telex/Teleprinter messages

Can you have all the advantages of centralised dictation and still keep the personal touch? Certainly—with Eminet. Everyone with a telephone virtually has a personal secretary service. Dictation flows directly between dictator and transcriber; work flows straight from tape to type. No hold-ups, no load on the messenger service, no intermediate handling of any kind.

AND ASK E.M.I. ABOUT . . .

EMIDICTION Office dictation and message relay machines.
RINGMASTER Inter-office communication that's five times faster than the telephone.

MINIFON POCKET RECORDERS For the 'man on the move' who requires very long continuous recordings.



E.M.I. Sales & Service Ltd. (Office Equipment Division)

LONDON—E.M.I. House, 20 Manchester Square, W1. HUNter 4488

MANCHESTER—Regent House, Cannon Street. Deansgate 6043

BIRMINGHAM—Lichfield House, Smallbrook Ringway. Midland 9394

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12 Liverpool Street, E.C.2.
CHAncery 2775

Pacemakers *Continued from page 138*

often collaborates with the agency in finalising the story board or script." He was impressed by the small, flexible, well-equipped production crews, and with the professionalism of the actors: "In America the fees paid to actors are very much higher, and the competition keener. Well known stars are not at all hesitant about appearing in commercials. They don't feel, as some British actors do, that it will be harmful to their careers as entertainers." Apparently they also appreciated his restraint of language under the pressure of countless re-takes—"I think that I have caught some English inhibitions."

Whether it was this virtue, or one of many others, that led an American agency to seek Lester's help, it is a striking example of a British business successfully carrying coals to Newcastle. New Castle, Penn., that is.

On the Summit of Insurance

At the annual conference of the Chartered Insurance Institute, which opened on September 15th, David Bevill Tregoning, T.D., M.A., F.C.I.I., was elected President.

David Tregoning was schooled at that famous educational tandem, Harrow and Trinity College. At Cambridge he was a keen oarsman, going down in 1929 with an honours degree in history. From there he went out to Calcutta and eastern Bengal, where he combined a career in general commerce with mountaineering expeditions in Tibet and the Himalayas.

In 1935 he moved into the insurance world, joining the investment department of the "Friends' Provident." During the war he commanded a unit in the 78th Division in Italy and Sicily, and then returned to the company's West End branch. In 1948 he became a manager of the Bristol branch, and was elected an Associate of the Institute.

He was appointed Deputy General Manager of his company in 1955, and General Manager in 1957. He is Vice-President of the Insurance Institute of London, and was elected Deputy President of the Chartered Insurance Institute at the annual conference last year.

*A Dane
for
Denmark*



Wolf Electric Tools Ltd. have appointed Johannes Bundgaard as Sales Supervisor of Denmark. A Dane, *continued on page 142*

Providing for Estate Duty through EDITH

'EDITH' purchases and holds minority share-holdings in private companies and small public companies—where shareholders have to make provision for Estate Duty and do not wish to lose control

The booklet 'Providing for Estate Duty' will be sent on request

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Industrial & Commercial Finance Corporation Ltd

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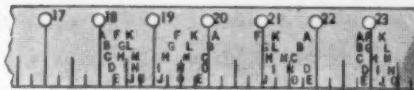
the complete
MOBILE
show-unit
service

we
**DESIGN • BUILD
TOW • ERECT
SERVICE & STORE**



LS
LANDSMANS SERVICES
Buckden, Hunts. Buckden 287

NOVEMBER, 1961



Here is printed proof of
your security patrols !

Time, speed and locations visited — all recorded clearly as a pattern in the Blick Security Patrol Clock. The calibrated time-charts are one of several novel features in this new system of control which, when filed in the special record book provided, afford a permanent, valuable record and protection for the security staff.



ONLY THE



WATCHMAN'S
CLOCK
SYSTEM

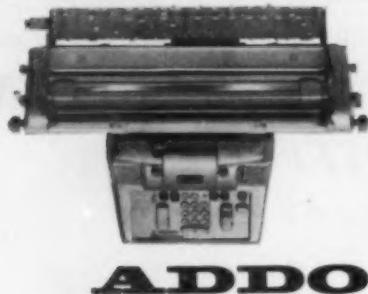
HAS BUILT-IN SECURITY

BLICK TIME RECORDERS LIMITED

96-100 Aldersgate Street, London, E.C.1. Telephone: Monarch 6256

141

Our subject here is accounting. Or book-keeping. And very difficult they are to keep these days... though less so since Addo took a hand in mechanization. Less bother, less time wasted, less error. Take the Addo-X 7000 class accounting machine with its exclusive control bar, which can be set for four different applications and changed from one to another in seconds. Planned keyboard is a pleasure to operate, and simple enough for the slowest Miss to master in minutes. This is one of a range, all low in cost. Surprisingly low, as we'll gladly show. Please write for details. Addo Ltd., 47-51 Worship St., London, E.C.2. MONarch 9791.



ADDO



Pacemakers *Continued from page 140*

and an expert in the power tools industry in Denmark, he was recruited in his homeland, and then brought across to this country for two months. Here he learnt the marketing methods of his new firm, which he will be able to adapt to the needs of his own market in the Danish engineering distributive trade.

I was told that Mr. Bungaard's appointment follows similar appointments by Wolf's in Holland, Switzerland and Sweden, and that they are all designed to strengthen the company's position on the continent in preparation for our joining the Common Market.

*A new
post at
B.S.A.*



William Francis McMullen has just been appointed BSA's first group personnel officer. This is another step in the company's programme for a "new look" administration that will make the best possible use of the talents and abilities of all employees—"fitting square pegs into square holes, and round pegs into round holes," as BSA's chairman, Eric Turner, said recently.

William McMullen is a Londoner by birth, and served in the Grenadier Guards during the war, rising from the ranks to become a major. He has had experience of labour relations and training work with Ford's, and was senior tutor for four years at the BMC Staff College. For the last year he has been on special duty as staff development executive with the Lex Group.

In his new post McMullen will provide an advisory service on personnel matters for all 25 U.K. companies in the BSA Group, working in liaison with existing personnel departments. His duties will have special reference to the training and development of people who are likely to become the management of the future.

Export driver

William Douglas Taylor, M.A., LL.B., has joined the Society of Motor Manufacturers and Traders as Overseas Secretary and Manager.

William Taylor takes up his appointment at the age of 43, having held senior executive posts on the exporting side of the consumer goods and pharmaceutical industries. He is widely travelled in Europe and the Middle East, and a fluent linguist. During the war he served as a Major in the Intelligence Corps.

END

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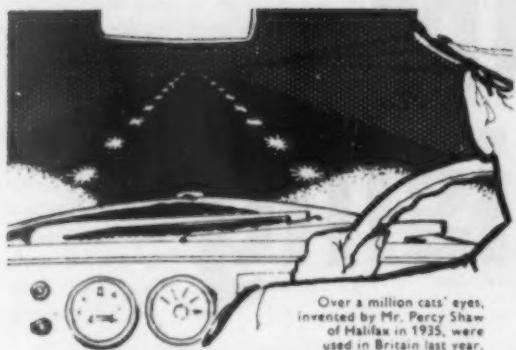
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BUSINESSMAN'S LAWYER



Trademarks: or how to save your name

WHAT'S in a name ? Money. What's in a special get-up for a product ? Easy recognition for potential buyers. And what's in a trademark ? Money and recognition - an asset worth treasuring.

How can you best protect a trademark ? Easy. Have it registered at the Patent Office. Easy, that is, unless it too closely resembles a previous existing mark . . . or if it does not contain one of the following essential features:

- (a) The name of a company, firm or individual represented in a special or particular manner.
- (b) The signature of the applicant or of a predecessor in his business.
- (c) An invented word or words.
- (d) A word or words not having direct reference to the character or quality of the goods, and not being, according to ordinary meaning, a geographical name or surname.
- (e) Any other distinctive mark.

If it contains one of these essentials - and if it isn't too like someone else's treasured mark - you should be able to have it registered.

The effect of registration is to make it clear for all the world to see that you own the mark. If someone trespasses on your rights, it should be easy to shoot them down.

Mind you, if you don't register your mark, that doesn't mean that anybody can help himself to your hard-won goodwill. You can still bring a 'passing off' action, to prevent a competitor from 'passing off' his goods as if they were yours. He may do this by copying your mark, your name or the way you present your products. After all, the public doesn't just get to know a person's goods by the name or mark of the manufacturer - they also come to recognize the striped box, the dimpled bottle, the coloured wrapper . . .

Once you've proved that members of the public are likely to be deceived into thinking that someone else's products are your own, you don't have to go any further and show that a person who has been guilty of

this tort did so knowingly. True, if you can prove that the dirty dog knew what he was about, and deliberately sunk his nasty teeth into your million-pound advertising campaign, your damages may be higher, your case easier to present. But even if he satisfies the Court as to his complete *bona fides* . . . that he'd never heard of your miserable product . . . never seen the ingenious get-up of your goods . . . he would still lose his case. The only test is whether or not a member of the public is likely to be deceived.

The result of all this is that you must be careful before you choose a name, a mark or a get-up for some new product, and spend money on advertising or presenting it. If you come too close to someone else's name or presentation you may find your good money thrown away, your advertising useless, your boxes, cartons and bottles little better than junk. Yes, even if your competitor couldn't prove that anyone had actually been taken in — he would still win his case if he could show that there was a probability that members of the public would be deceived.

Ever heard of Daks Slacks ? There's a name to conjure with. Renowned in many lands throughout the world, the name is worth a small fortune.

Ever heard of Kidax ? Well, they're trousers for tiny tots . . . children's slacks. A name that has been in the shops for some years . . . but one that Simpsons, the makers of Daks, considered perilously close to their own, precious mark. So they sued the manufacturers of Kidax, claiming an injunction to prevent them from using the name.

Do you think that the two names are very similar ? Would you consider that members of the public were likely to be deceived into believing that Kidax were manufactured by Simpsons' ? Unfortunately for Simpsons, they couldn't show that anyone had actually been deceived. But though the Court recognized that this wasn't fatal to their claim, it took the view that as Kidax had been sold for so long — and apparently no one had been kidded into buying them in the belief that they were junior Daks — there could be no probability of deception. So Simpsons lost their case — and the name Kidax is now probably worth a small fortune as well.

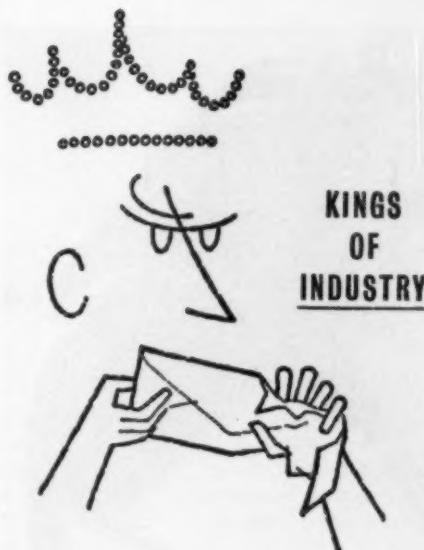
On the other hand, a famous firm of toffee manufacturers recently succeeded in preventing a competitor from using similar tins with similar labels.

"A plaintiff undertakes no light burden of proof in trying to convince the Court that a word in common use has become associated with the plaintiff's goods," says a leading authority on the subject of passing-off.

But the general principles are clear. Prove a likelihood to deceive and you win. Fail to do so and you lose. Success may bring you vast profits. Failure can lose you valuable rights — as well as the costs of the action.

But one moral we can give you — here is one case where, if you suspect an infringement of your rights, the sooner you sue the better.

END



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Facing the New Job

SOME six or seven hundred organizations in industry and commerce now possess their own film units, some of them employing as many as twenty trained personnel. The films they produce are for the most part instructional. I.C.I. have published *Eye to the Future*. The object of the film is not solely commercial; it is made for the school-leaver, and aims at showing him the advantages of a career in engineering, and tracing the progress of the schoolboy through Cambridge to his final qualification with the firm. The practical aspects are treated equally with the theoretical, while the appeal of the film as a whole lies in its being made on the spot, in the laboratory and on the factory floor.

Simplicity, even naivety, is the essence of two recent releases. In *A Time to Tell*, from Perry Press Productions Ltd., of 2 Old Bond Street, the problems that face firms in the making of the weekly or monthly broadsheet are discussed. It is the experience of a growing number of firms that this type of publication is having an increasing effect on the morale of employees and the message of the film is therefore timely.

Another recent addition is a set of filmstrips by the Industrial Welfare Society, of 48 Bryanston Square. They deal with the problems of adjustment that the school-leaver has to face and the problems inherent in changing one's job. Some of the titles are self-explanatory, such as *Teaching Jean How to Use the Telephone* or *How Should John Appear for Interview?* The clear-cut distinction between right and wrong, efficient and inefficient, achieves an end which more sophisticated methods would fail to realise.

The increasing emphasis that film-makers in general and advertisers in particular are laying on the 20-40 age group as their most lucrative market was illustrated last month in the showing of the prize-winning commercials from the recent Cannes festival at the Odeon, Leicester Square. The sponsors were Rank Screen Services Ltd. of Hill Street and Pearl and Dean Ltd. of Dover Street. What stood out for me in a display of outstanding merit was *Taxi*, made for Golden Wonder Crisps Ltd. by T.V. Cartoons Ltd. The taxi-driver wishes to eat his passenger's crisps, and the passenger drives; "I can't drive," he replies after a moment's reflection, and both driver and passenger end up in the back seat with the words "Who's driving the car?"

END

BUSINESS



How to keep your pecker up

Morale in the Civil Service – A Study of the Desk Worker. By Nigel Walker (Edinburgh University Press) 30s. net, 31s. 6d. post paid.

As an administrative civil servant himself for some fifteen years, the author can approach this problem in the knowledge that the scientific techniques he applies to the three sides of the British Civil Service (administrative, executive and clerical) have been well tried. These techniques are in general comparative. From an analysis of the replies of 1,700 desk workers in London, Dr. Walker shows that what would have been interpreted as a serious breakdown in morale is merely an occupational hazard of being a desk worker.

Morale is important in that it makes for efficiency. And yet the author demonstrates the dangers of setting too much store on the recurrence of sick-leave, for instance, as a yardstick of morale.

A one-time chairman of a clinic which deals with psychoneurotic disorders, it is to be expected that he will sympathetically discuss any form of desk neurosis and that psychology will not be abused.

Amidst the welter of technical books using technical jargon, it is refreshing to find one that treats of the human aspect as well. The uninitiated will be as much at home here as the initiated.

Adam Smith left behind

Studies in Social and Financial Accounting – Income and Wealth: Series IX. Edited by Phyllis Deane (Bowes and Bowes) 45s. net, 46s. 6d. post paid.

This book is a selection of papers from the 1959 Conference of the International Association for Research in Income and Wealth, held in Yugoslavia. It represents, therefore, an exchange of views from economists from both sides of the Iron Curtain.

Three main topics are discussed. Problems in the Deflation of National Accounts, Financial Accounts, and Social Accounting in Eastern Europe. The selections within each topic were chosen as not having been published at length before and on their merits as being representative of their group. Although, in the words of the editor, "the stern process of selection was somewhat arbitrary", the book provides an adequate system

of tables and references and covers *en passant* more subjects than appear at first sight. We have come a long way from the days of Adam Smith; the book is essentially highly technical. But the interchange of opinions of all the economically advanced countries will be of use during the present tendency towards a system of economic federation.

Easy Money

Business Finance. By F. W. Paish (Pitman) 15s. net, 16s. post paid.

Professor Paish is a well-known writer on business finance, and this is the second edition of his book first published in 1953.

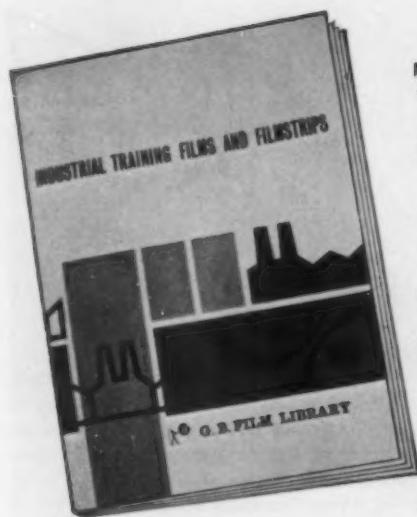
It is good background reading for anyone who wishes to obtain a general idea of the principles underlying finance and the various ways it is provided. It is not of great use to the accountant or to those wishing to study the legal implications of business finance. But it admirably satisfies the object it set out to achieve, to describe the position in this country from the economic aspect.

One further chapter has been added to this second issue. This deals with the volume of business in the new issue market and is a wealth of information on what has happened since the war to company finance and investment. Both readable and instructive.

Designed controls

Management and Control Systems. By Malcolm and Rowe (John Wiley and Sons) 58s. net, 60s. post paid.

Consolidating expert testimony on management controls of some 30 experienced individuals in all areas of management, the editors and contributors have constructed a case for "designed" controls to produce better results in management central systems and management patterns now and for the long range future. Within this thesis the problem is given careful consideration, especially in relation to the fact that the design of system is currently at best a synthetic process.



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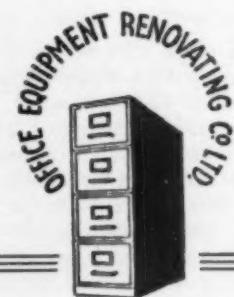
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